

DATE: 16 March 2016
TO: Executive of Council
FROM: Glenys Sylvestre, University Secretary
RE: Meeting of 23 March 2016

A meeting of Executive of Council is scheduled for Wednesday 23 March 2016, at 2:30 - 4:30 p.m. in the AH 527. As per Section 4.6.2 of the Council Rules and Regulations, Executive of Council meetings shall be closed except to persons invited to attend and all members of Council who choose to attend as guests.

AGENDA

1. **Approval of the Agenda**
2. **Approval of the Minutes of Meeting 24 February 2016 - *circulated with the Agenda***
3. **Remarks from the Chair**
4. **Report of the University Secretary**
5. **Reports from Committees of Council**
 - 5.1 Council Committee on Faculty of Graduate Studies and Research, Appendix I, pages 2-9
 - 5.2 Council Committee on Research, Appendix II, pages 10-66
6. **Graduand Lists**
 - 6.1 Graduand Lists for Approval - Omnibus Motion – *circulated at the meeting - please return all copies*
 - 6.1.1 Centre for Continuing Education
 - 6.1.2 Faculty of Business Administration
 - 6.1.3 Faculty of Education
 - 6.1.4 Faculty of Graduate Studies and Research
 - 6.1.5 Faculty of Media, Art and Performance
 - 6.1.6 Faculty of Nursing
7. **Business Arising from the Minutes**

None
8. **Reports from Faculties and Other Academic Units**
 - 8.1 Arts
 - 8.2 Business Administration
 - 8.3 Education
 - 8.4 Engineering and Applied Science
 - 8.5 Graduate Studies and Research
 - 8.6 Kinesiology and Health Studies
 - 8.7 Media, Art, and Performance
 - 8.8 Nursing
 - 8.9 Science
 - 8.10 Social Work
 - 8.11 Centre for Continuing Education
 - 8.12 La Cité universitaire francophone
 - 8.13 Library
 - 8.14 Federated Colleges
 - 8.14.1 Campion College
 - 8.14.2 First Nations University of Canada
 - 8.14.3 Luther College
9. **Other Business**
 - 9.1 Discussion Item - Proposed Changes with Centre for Teaching and Learning, Appendix III, pages 67-73
 - 9.2 Presentation on Open Textbooks – verbal presentation, Bruce Walsh, Director and Publisher, U of R Press
10. **Adjournment**

**COUNCIL COMMITTEE ON THE FACULTY OF GRADUATE STUDIES AND RESEARCH
REPORT TO EXECUTIVE OF COUNCIL, March 23, 2016**

**From March 7, 2016 Council Committee
of the Faculty of Graduate Studies and Research**

APPROVAL ITEMS FOR EXECUTIVE OF COUNCIL

The Council Committee on the Faculty of Graduate Studies and Research approved and presents to Executive of Council the following motions for approval:

1. FACULTY OF MEDIA, ART, and PERFORMANCE

MOTION 1: Program Change

That the program requirements for the Master of Music in Conducting program change, effective 201630.

Current MMus in Conducting

MU 813 Directed Studies in Music Literature	3
MU 815 Bibliography and Research Methods	3
FA 800 Interdisciplinary Seminar in Theory and Criticism	3
MU 801 & 802 or 831 & 832 or 871 & 872 Large Ensemble (I, II)	3
Music Theory Elective	3
One language (may be at beginning level)	3
MU 902 Research Project	12
Total	30 cr hr

Proposed MMus in Conducting

MU 813 Directed Studies in Music Literature	3
MU 815 Bibliography and Research Methods	3
FA 800 Seminar in Theory and Methods I	3
MU 801 & 802 or 831 & 832 or 871 & 872 Large Ensemble (I, II)	3
One of: MU 803-809, 811, 817, 818, 820, 821, 841	3
One of: MU 803-809, 811, 817, 818, 820, 821, 841 or GER XXX, FRN XXX, SPAN XXX*	3
MU 902 Research Project	12
Total	30 cr hr

*Please note it is recommended for those following the Choral stream to take one language course, a language facility examination, or Italian (non-credit).

Rationale:

(1) In practice, candidates for the MMus in Conducting choose between choral and instrumental conducting. A student of instrumental conducting does not require a second language course. In choral conducting it is not necessary that every student take a second language course: the ability to demonstrate beginning facility in a second language is sufficient.

(2) Currently, a student is not required to take a MU 800-level course in music history. The addition of this course strengthens the program.

(end of Motion 1)

MOTION 2: Program Change

That the elective requirements for the MMus Performance: Keyboard Instruments change, effective 201630.

Current

MMus Performance: Keyboard Instruments

FA 800 Interdisciplinary Seminar in Theory and Criticism	3
MU 881, 882 Chamber Music Ensemble (I, II)	6
MU 813 Directed Studies in Music Literature	3
MU 815 Bibliography and Research Methods	3
Music Elective	3
MU 902 Research Project	12
Total	30 CR

Proposed

MMus Performance: Keyboard Instruments

FA 800 Seminar in Theory and Methods I	3
MU 881,882 Chamber Music Ensemble (I, II)	6
MU 813 Directed Studies in Music Literature	3
MU 815 Bibliography and Research Methods	3
One of: MU 803–809, 811, 816–818, 820, 841	3
MU 902 Research	12
Total	30 CR

Rationale:

This change specifies elective requirements in the MMus in Performance: Keyboard Instruments.

(end of Motion 2)

MOTION 3: Program Change

That the language requirements for the MMus Performance: Voice program change, effective 201630.

Current

MMus in Performance: Voice

FA 800 Interdisciplinary Seminar in Theory and Criticism	3
MU 861 Opera Workshop	3
MU 813 Directed Studies in Music Literature	3
MU 815 Bibliography and Research Methods	3
MU 831, 832 Large ensemble (I, II)	3
One language (may be at beginning level)	3
MU 902 Research Project	12
Total	30 CR

Proposed

MMus in Performance: Voice

FA 800 Seminar in Theory and Methods I	3
MU 861 Opera Workshop	3
MU 813 Directed Studies in Music Literature	3
MU 815 Bibliography and Research Methods	3
MU 831, 832 Large Ensemble (I, II)	3
<i>One of: MU 803-809, 811, 817, 818, 820, 821, 841 or GER XXX, FRN XXX, SPAN XXX*</i>	3
MU 902 Research Project	12
Total	30 CR

*For students in a specialized study, the Department Head may give permission for this requirement to be filled by, for example, a course in Ukrainian, Hebrew, Korean, Japanese, Mandarin, Cantonese or Cree, Dakota or Saukteaux. If Italian (non-credit) is used to fulfill the language requirement, an MU 8XX from the list provided will be required.

Rationale:

This modification specifies the Language electives the MMus in Performance: Voice.

(end of Motion 3)

MOTION 4: Program Change

That the elective requirements for the MMus in Composition program change, effective 201630.

Current

MMus in Composition

FA 800 Interdisciplinary Seminar in Theory and Criticism	3
MU 815 Bibliography and Research Methods	3
MU 816 History of Music Theory	3
MU 811 Analysis of Music Written Since 1900 or MU 817 Analysis	3
Music Elective	3
MU 902 Research Project	15
Total	30 CR

Proposed

MMus in Composition

FA 800 Seminar in Theory and Methods I	3
MU 815 Bibliography and Research Methods	3
MU 816 History of Music Theory	3
MU 811 Analysis of Music Written Since 1900 or MU 817 Analysis	3
<i>One of: MU 803–809, 811, 817, 818, 820, 821, 841</i>	3
MU 902 Research Project	15
Total	30 CR

Rationale:

This change specifies elective requirements in the MMus in Composition.

(end of Motion 4)

MOTION 5: Program Change

That the elective requirements for the MA Musicology program change, effective 201630.

Current

MA Musicology

FA 800 Interdisciplinary Seminar in Theory and Criticism	3
MU 819 Bibliography and Research Methods in Musicology	3
Musicology Electives	6
Music Theory Elective	3
Language Facility Examination	0
MU 901 Thesis	15
Total	30 CR

Proposed

MA Musicology

FA 800 Seminar in Theory and Methods I	3
MU 819 Bibliography and Research Methods in Musicology	3
Two of: MU 803–809	6
One of: MU 811, 816–818, 820	3
MU 901 Thesis	15
Total	30 CR

Rationale:

This change specifies Musicology and Music Theory electives in the MA Musicology.

(end of Motion 5)

MOTION 6: Program Change

That the elective requirements for the MA in Music: Theory program change, effective 201630.

Current

MA Music Theory

FA 800 Interdisciplinary Seminar in Theory and Criticism	3
MU 815 Bibliography and Research Methods	3
MU 817 Analysis	3
Music Theory Electives	6
Language Facility Examination	0
MU 901 Thesis	15
Total	30 CR

Proposed

MA Music Theory

FA 800 Seminar in Theory and Methods I	3
MU 815 Bibliography and Research Methods	3
MU 817 Analysis	3
One of: MU 811, 816, 818, 820	3
One of: MU 803–809, 841	3
MU 901 Thesis	15
Total	30 CR

Rationale:

These changes clarify electives and increase the number of music elective choices, which will strengthen the program.

(end of Motion 6)

INFORMATION ITEMS FOR EXECUTIVE OF COUNCIL

The Council Committee on the Faculty of Graduate Studies and Research presents to the Executive of Council for information.

1. NEW COURSES

HIST 820 Doing Women's and Gender History (3)

In this graduate course, students learn how to “do” women's and gender history. Emphasis is placed on feminist theories of history, as well as on the role of gender in historiography. In addition, by applying advanced historical methods and sharing their findings, students in this course become practising historians (201630).

EADM 827 Selected Issues in Educational Leadership (3)

This seminar course will focus on applied research in educational leadership. Topics will include educational leadership, the role of leadership in schools, the application of current leadership development models to Saskatchewan school divisions and other contemporary leadership issues (201620).

EADM 828 Leadership for Inclusive Education (3)

This course focuses on principal leadership for inclusive education. Course content includes examination of dominant discourses of disability; fundamental principles and essential elements of inclusion; overview of outcomes of inclusive education; relevant legislation and policy direction; and applied research on administrative approaches to implement, support, and sustain inclusion (201620).

2. COURSE CHANGES

Faculty of Education

Educational Psychology (201620)

Current	Proposed
<p>EPSY 823 Individual Mental Testing I Theoretical background necessary for the administration and interpretation of the revised Stanford Binet and the Wechsler Scales and other clinical tests of mental ability. Development of the scales, their rationale and related research.</p>	<p>EPSY 823 Cognitive Assessment I <i>Theoretical background necessary for the administration and interpretation of the Wechsler Scales and revised Stanford Binet and other clinical tests of cognitive ability. Development of the scales, their rationale and related research with an emphasis in cross-cultural assessment issues.</i></p>
<p>EPSY 827 Individual Mental Testing II Practicum in the administration and interpretation of clinical tests of mental ability. Prerequisite: EPSY 823</p>	<p>EPSY 827 Cognitive Assessment II <i>Practical experience in the administration and interpretation of clinical tests of cognitive ability.</i> Prerequisite: EPSY 823</p>

<p>EPSY 832 Practicum in Counselling Supervised individual practical experience, this course is designed to teach students the skills and processes necessary to conduct individual counselling.</p>	<p>EPSY 832 Deconstructing Counselling Skills <i>Supervised individual practical experience, this course is designed to teach students the foundational skills and processes involved in counselling relationships using decolonizing and social justice frameworks.</i></p>
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Curriculum and Instruction (Math) (201620)

Current	Proposed
<p>EC&I 866 Theories of Instruction in the Teaching of Secondary Mathematics Theories of learning in mathematics; goals and objectives of mathematics instruction; strategies for teaching mathematics; special problems in the classroom. Prerequisite: EMTH 450</p>	<p>EC&I 866 <i>Teaching, Learning & Inquiring in Mathematics Classrooms</i> <i>Explores the history, current trends, and issues pertaining to the teaching and learning of mathematics in school (elementary and secondary), including the theory and practice of teacher-led inquiry in mathematics classrooms.</i></p>
<p>EC&I 867 Curriculum Development and Research in Mathematics Education Critical analysis and review of current curriculum proposals, design and literature; minor research projects in in-service programs, role of mathematics consultants, learning systems, standards for the preparation of master teachers. Prerequisite: EC&I 804</p>	<p>EC&I 867 Curriculum Development and Research in Mathematics Education <i>Critical analysis and review of current research in mathematics curriculum, instruction, and assessment. How philosophical, political, societal, and cultural perspectives shape the key content/big ideas of mathematics curriculum.</i></p>
<p>EC&I 868 Implications of Fundamental Concepts of Mathematics for Mathematics Teachers Overview of fundamental concepts encountered in a variety of undergraduate mathematics courses, with emphasis on implications for mathematics teachers, consultants, specialists, and curriculum development personnel. Prerequisite: At least six courses in mathematics beyond senior matriculation, and EMTH 450, or EMTH 335, or equivalent.</p>	<p>EC&I 868 <i>Topics in Mathematics for Teachers</i> <i>Focus on key concepts and topics encountered in K-12 school mathematics, with emphasis on deep understanding of the mathematics taught in classrooms and implications for curriculum and research in mathematics education. Research, discuss, and design approaches to professional development for mathematics teachers.</i></p>

Faculty of Media, Art, and Performance (201630)

Current	Proposed
<p>FA 800 Interdisciplinary Seminar in Theory and Criticism (3) Seminar exploring and questioning the history, theory and aesthetics of Fine Arts, and the diverse and shifting conceptions of Fine Arts disciplines in relation to other social and cultural forms.</p>	<p><i>FA 800 Seminar in Theory and Methods I (3)</i> Seminar exploring and questioning the history, theory and aesthetics of Fine Arts, and the diverse and shifting conceptions of Fine Arts disciplines in relation to other social and cultural forms</p>
<p>FA 803 Interdisciplinary Seminar in Research Methodologies (3) Seminar exploring diverse approaches to research in the Fine Arts, including studies-based and practice-based methods.</p>	<p>FA 803 Seminar in Theory and Methods II (3) Seminar exploring diverse approaches to research in the Fine Arts, including studies-based and practice-based methods.</p>

**REPORT TO
EXECUTIVE OF COUNCIL
FROM THE COUNCIL COMMITTEE ON RESEARCH**

1. Items for Approval

The Council Committee on Research has approved the following new faculty-based research centres and hereby recommends these items to Executive of Council for approval.

1.1 Regina Improvisation Studies Centre

MOTION: That the Regina Improvisation Studies Centre, as attached, be approved as a faculty-based research centre and that, once approved, this be recommended to Senate and the Board of Governors for final approval.

Rationale: The Regina Improvisation Studies Centre is a proposed faculty-based research centre. The centre is funded through SSHRC and will be hosted by the Faculty of Media, Art, and Performance (MAP) under the Director, Dr. Rebecca Caines.

The Regina Improvisation Studies Centre examines the social impact of improvisation, with reference to improvised artistic practices, and to improvisation taking place in other disciplines, with a special focus on Saskatchewan cases. It is one site of the multi-site International Institute for Critical Studies in Improvisation and works primarily on three national themes: practice-based research into innovative improvisatory activities, improvisation and health, and improvisation and emerging technologies.

Communications: Once approved by the Senate and Board of Governors, the centre will be formally opened.

1.2 Canadian Institute for Science and Innovation Policy (CISIP)

MOTION: That the Canadian Institute for Science and Innovation Policy (CISIP), as attached, be approved as a faculty-based research centre and, once approved be further recommended to Senate and the Board of Governors for final approval.

Rationale: The Canadian Institute for Science and Innovation Policy (CISIP) is a proposed faculty-based research centre. The centre will be hosted by the Johnson Shoyama Graduate School of Public Policy (JSGS) under the Director, reporting directly to the Executive Director of JSGS. CISIP will be a joint-initiative of the University of Regina (U of R) and the University of Saskatchewan (U of S), capitalizing on the unique two university structure of JSGS.

CISIP will provide a unique vehicle to bridge the current disconnect between science and innovation as well as related policy and governance considerations. In so doing, it will create and enhance opportunities for public, private and civil society sectors to engage in and benefit from new discoveries and technological applications. The goal of CISIP is to draw together researchers, experts and stakeholders from across public, private and civil society sectors to enhance research and understanding relating to the policy and governance dimensions of science and innovation. CISIP will work with domestic and

international partners to support research that increases the development and uptake of appropriate and beneficial scientific innovations within broader society and specific communities by focusing on existing JSGS leadership and capabilities.

Communications: Once approved by the Senate and Board of Governors, the centre will be formally opened.

2. Items for Information

2.1 Research Impact Subcommittee

The Research Impact Subcommittee met on February 8, 2016 and will continue to meet monthly. The sub-subcommittee on Impact of Non-traditional Research has been absorbed into the Research Impact Subcommittee.

Prepared: March 10, 2016

By: Jaime Speed

On Behalf of: Council Committee on Research

Establishing the Regina Improvisation Studies Centre as a Faculty-Based Research Centre, in the Faculty of Media, Art, and Performance, at the University of Regina

Context for this Document:

As per University of Regina “Research Institutes and Centres Policy,” RCH-010-005, 2015, a comprehensive foundation documentation is essential before approval of a new research institute or centre. The documentation should be complete enough to justify the need for a new institute or centre, demonstrate its viability, and guide the management of the new institute or centre over its initial years of existence.

Link to Policy: <http://www.uregina.ca/policy/browse-policy/policy-RCH-010-005.html>

Since 2013, a group of researchers based in the Faculty of Media, Art and Performance, have been working together as the Regina site of the SSHRC Partnership “The International Institute for Critical Studies in Improvisation”, under the title “The Regina Improvisation Studies Centre”. This group has been managed and supported by the Faculty, and has been guided by the national management team of the SSHRC Partnership. This Partnership is scheduled to continue operating until 2020.

This Foundation document has been prepared seek approval to formalize this research site as a formal, University of Regina Research Centre (Faculty-based); to continue to be based in the Faculty of Media, Art. This is requested in order to acknowledge the high impact research taking place in MAP in this area, formalize activities, better publicize the work being done, and provide formal guidance as the researchers and their community partners become more active.

Foundation Document

1. Name of the institute or centre:

Regina Improvisation Studies Centre

2. Rationale for, and purpose of, the institute or centre:

Background and Structure

In 2013, the University of Regina signed a MOU along with four other universities and one foundational partners to form a seven-year SHHRC funded partnership entitled the International Institute for Critical Studies in Improvisation (IICSI). Partners include University of Guelph, McGill University, University of British Columbia, Memorial University Newfoundland, and the Musagetes Foundation. In 2014, University of California, Santa Barbara was added to the partnership. Each site in the partnership established a local site for their research activities, and each site director represents their site on the national Management Team for the grant. Each site has a number of researchers working on the project, as well as a number of local community partners. Each site receives a portion of the funding yearly, as well as having ongoing access to wider grant funds through applications to the Management Team. Each site employs graduate and undergraduate students to support the research, and also has one-two postdoctoral research fellowships included in their funding allocation.

The Regina site has been hosted by the Faculty of Media, Art, and Performance (MAP-formerly Fine Arts) since 2013, and has been directed by Dr. Rebecca Caines, Associate Professor in Creative Technologies/Interdisciplinary Programs. The Regina research team includes ten researchers (most from MAP), and it has five formal community partners, as well as sustaining a number of informal artistic partnerships with local arts organizations (list of current researchers and partners below). Many of the IICSI sites, including Regina, have established local centre names that distinguish the local activity to the wider public; in Regina, the site is known as the Regina Improvisation Studies Centre.

Note: Narrative examples from completed, or ongoing research by the Centre's current members are included throughout this document, in order to provide detail on research activities specific to the Regina site (these are marked with italics).

Current Researchers:

- **Rebecca Caines**- MAP, Creative Technologies
- **Charity Marsh**- MAP, Creative Technologies and Canada Research Chair
- **Kathleen Irwin**- MAP, Department of Theatre
- **Sheila Petty**- MAP, Department of Film
- **Helen Pridmore**- MAP, Department of Music/Creative Technologies

- **David Gerhard**- Faculty of Science, Department of Computer Science, and Adjunct in the MAP Department of Music
- **Pauline Minevich**- MAP, Department of Music
- **Mia Perry**- School of Education, University of Glasgow (previously Faculty of Education)
- **Jo-Ann Episkenew**- IPHRC, First Nations University of Canada
- **Mark Campbell**- Independent researcher, previously Banting Postdoctoral Fellow, working with Charity Marsh
- An additional postdoctoral research fellow will be employed in 2016, and will be invited to join the Centre as a researcher

Current Community Partners:

- **Creative City Centre**
- **RQHR Wascana Rehabilitation Centre** (through Native Health Services, and Music Therapy)
- **Common Weal Community Arts**
- **The Indigenous People's Health Research Centre**
- **The Interactive Media and Performance Labs**

Local, Informal Partners (working with the Centre on one-off or short term projects):

- Sâkêwêwak Artist Collective Inc.
- Holophon Audio Arts
- Regina Public Library
- REACTING Improvisation Group (informal group of professional artists)

Mandate of the Centre:

- Mandate: The Regina Improvisation Studies Centre examines the social impact of improvisation; with reference to improvised artistic practices, and to improvisation taking place in other disciplines; with a special focus on Saskatchewan cases. It is one site of the multi-site International Institute for Critical Studies in Improvisation and works primarily on three national themes: practice-based research into innovative improvisatory activities, improvisation and health, and improvisation and emerging technologies.

- Full information on the wider SSHRC partnership can be found here: www.improvisationinstitute.ca.

Research Priorities:

1. Practice-based Research

Research on improvisation as a social practice is necessarily “practice based”; it manifests as research in performance, community outreach, social policy, pedagogy,

therapeutic modes, technology, and other forms of embodied agency. Practice-based Research (PBR) methodology shares in the belief that artistic practice is itself a mode of knowledge production and that the *kinds* of knowledge generated by means of artistic practice cannot be achieved through conventional approaches to research alone. According to the Canadian Journal of Practice-based Research in Theatre: “Practice-based artistic research is experiential, reflective and communicative. One of its main concerns is finding ways of making available for others the tacit knowledge that usually characterizes an artist’s creative process.” Informed by our groundbreaking commitment to this under-attended form of inquiry, our work takes a cross-practice perspective in the performing arts, comparing practice-based research modalities in and across different disciplines.

Sample Research Questions: How do arts-based improvisatory practices themselves suggest new models of knowledge transfer? How might these practices help us measure the impact of our research activities, and how might they enable a broader range of stakeholders to engage with these activities?

Research at the Regina site in this area so far has included research creation projects in improvised theatre based art and health initiatives in Saskatchewan Indigenous communities (with the Indigenous People’s Health Research Centre), improvisation with iPad projects (in classrooms, public libraries and hospitals), hip-hop improvisation projects (with the Interactive Media and Performance Labs); and artist led conference panels and symposia (“Improvising Turtle Island 2015”; “Saying Yes: Exploring Creative Growth 2014”). The Centre has also been undertaking new practice-based research into digital instrument design, including cylindrical isomorphisms for improvisation, and projects investigating improvisation, intermediality and human/digital interaction in smartphone apps.

2. Improvisation, Community Health, and Social Responsibility

Through a number of successful pilot projects with partners, we have demonstrated the effectiveness of improvisation as a tool for reaching at-risk youth and aggrieved communities. IICSI documents and analyzes the myriad relationships between specific improvisational activities and their therapeutic effects, particularly in relation to issues (such as socialization, trust, self-esteem, responsibility, and participation) that are central to the formation of healthy communities.

Sample Research Questions: How do improvisational arts-based practices contribute to the development and flourishing of healthy communities? How (and to what extent) do these practices help communities (particularly at-risk and aggrieved populations) produce new understandings of identity, history, memory, and the body?

Research at the Regina site in this area so far has included journal papers and conference papers on the Improvising with iPads project at Wascana Rehabilitation Centre and on the Acting Out: But in a Good Way partnership with IPHRC at national health conferences; and an upcoming conference on the Promise of Movement led by Charity Marsh; as well as development of current plans for a new partnership with the national FASD network on using improvisation in digital storytelling to influence FASD best practice guidelines in health settings.

3. Improvisation, Intermediality, and Experimental Technologies

Both existing and new technologies provide exciting opportunities for connecting people in real-time improvisational settings: be that through pedagogy, performance (in music/theatre/dance/new media art), symposia or other forms of social exchange. Explorations of such intermedial technologies are proving to be potent forces for increasing democratic participation in the arts and in social/political fora. IICSI will act as a hub where we present international improvisational telematic events, develop new forms of digital and performance-based intermediality, and document, archive, and analyze the effects (and effectiveness) of these new forms of communication.

Sample Research Questions: How can new technologies help facilitate the ability of communities to improvise across time, space, and ability limitations? How might intermedial co-creation develop new opportunities for mobilizing knowledge?

The Regina site is specializing in this area, as many of the researchers are part of the new Creative Technologies program that works between MAP and the Department of Computer Science, and most of our projects explore the impact of emerging technologies. Along with already cited projects exploring instrument interface and emerging technology in audio art, the Regina site will be active in the upcoming Colder Than Mars: Humanizing Data on the Prairies conference with roundtables, artist residencies and research creation outputs. The Centre will also be holding a conference at the University of Regina in 2017 on the theme of Improvisation and Creative Technologies. The 2016-2017 postdoctoral research fellowship (supported by IICSI and the Office of the VP (Research)) will be held by a researcher working in this area (applications close April 15, 2016)

Justification for Formalization as a Faculty-based Research Centre:

When the Regina site was established, it was unclear how active the site and partners would be, and whether any formalization addition to SSHRC reporting was required. Formalization is now recommended as the Centre is quite active, and representing the University at a number of national events as well as producing a successful and significant research output. Formalization will help to ensure continued success. Formalization will also help to ensure Research Office and the Office of the VP (Research) is better able to support it through ongoing publicity alongside the other University Research Centres and Institutes.

Examples of national activity include the book project, "Spontaneous Acts: The Improvisation Studies Reader", a reader in Critical Improvisation Studies that was co-edited by Rebecca Caines with IICSI director Ajay Heble, and published by Routledge in 2015. This book includes contributions from key researchers and artists from across the globe, including Regina researchers, and is already being used internationally in research and classrooms. Another example is the national pedagogy in Critical Studies in Improvisation that is being developed collaboratively by all of the IICSI sites, and that will form the basis of a future national, innovative, cross-institution graduate program in Improvisation Studies. Faculty and Students from Regina have also participated in an international Summer Institute in Critical Studies in Improvisation

run collectively by all of the project sites, and held in Newfoundland in 2012. This Institute attracts students from universities across North America and Canada, and internationally, and considers improvisation as an interdisciplinary research focus for graduate study and research creation.

3. Links to University of Regina Strategic Plan and Strategic Research Priorities:

The Regina Improvisation Studies Centre research activities closely align with the 2015-2020 University of Regina Strategic Plan (Peyak aski kikawinaw: Together We Are Stronger) and the University's Strategic Research Planning.

Links to 2015-2020 University of Regina Strategic Plan (Peyak aski kikawinaw: Together We Are Stronger)

- The research centre contributes to the Strategic Plan goal of “student success” through graduate student funding and support of student research activity. Our Centre is funding high quality MA/MFA/PhD students and contributing to their success, as well as attracting new students to study at the University
- Our Centre contributes to the University goal for strong, international “research impact” through high quality research activates, disseminated through practice-based/research creation outcomes, scholarship in journals and books, research symposia and high impact community-based research projects and reports. Through working with the wider IICSI network, the Centre also ensures that our research outcomes are regularly evaluated by leading scholars/artists/community organizations in the field, and that we take advantage of the wider dissemination strategies and resulting impact of the national IICSI team.
- The Centre also closely aligns with the Strategic Plan of the University through its focus on community-engaged research. At all levels, the Centre encourages “commitment to our communities” through close work with the community partners, community-based research strategies, and community-engaged practice-based/research creation outputs that address local needs. Centre projects also support the Strategic Plan themes of indigenization and sustainability through this community engaged research. *One example would be the “Improvising with iPads Project” that worked with the Wascana Rehabilitation Centre hospital to address locally specific goals of building positive community development amongst long-term Aboriginal and Metis residents in the hospital, through workshops in sound and audio improvisation using the iPad project. The Centre continues to work towards Indigenization through working with Indigenous partners, supporting Indigenous content and partnerships in the research design, and employing Indigenous students, along with our ongoing work with the Indigenous People’s Health Research Centre, and one off projects such as the Liquid Art: Improvised Painting project,*

collaborating with Sâkêwêwak Aboriginal Arts Collective, and with Indigenous teachers and pupils at Scott Collegiate and Balfour Collegiate (and further recognized through a recent Indigenization Fund grant from the Indigenous Advisory Circle).

Links to the University of Regina Strategic Research Planning and the new research clusters

- The Centre directly addresses the goals of the University of Regina Strategic Research Plan (2011-2015), as well many themes of the new current research clusters that form the development of new research strategies at the University. In particular, the Centre examines the Strategic Research Plans focus on “*Human Development*” through our work on Health, Human Justice, and Arts, Culture & Heritage; as well as focus on “*Knowledge Creation & Discovery*” through our work on Information and Communication; and Community-Based Research. Our researchers are members of a number of the University’s new research clusters, including Digital Futures, Health Equity, and Human Justice, and we look forward to continuing to contribute to the University of Regina strategic priorities through our interdisciplinary research projects.

4. Management Structure:

- The Centre is guided by an advisory committee made up of all of the researchers, and representatives from each of the community partners, with an ongoing open invitation for further input by the artistic partners involved in one-off projects. Researchers and partners approach the Director to schedule research activities. The Director either directly administers funds for the researchers, or when appropriate and with advice from the University Financial Services, transfers the funds to the researcher to directly administer the funds themselves. Additional grants are sought by the Director and advisory committee members where appropriate. See the Terms of Reference for the Advisory Committee, below.

5. Duration of Centre and Disestablishment Plans:

- The Centre will run until 2021, the life of the SSHRC partnership grant, plus one additional year to wind up activities, or produce an ongoing model for further work.
- An audit will be done in early 2020 to ascertain any issues that could arise when the centre is dissolved. Research projects will be completed by mid 2020, and any remaining SSHRC funds will be dealt with following SSHRC and University regulations. Any additional funds held in the research centre FOAPAL account(s) will be dealt with following the funding regulations of the grants that provided the funds, as per Research Office policy and under the Research Office guidance. If no regulations are in place, they will be returned

to the Faculty of Media, Art, and Performance, for use at the discretion of the Dean.

6. Budget:

See Appendix One

7. Resource Needs:

- The Centre requires one office with furniture and utilities provided (desks, cabinets, internet access, signage, telephone, email address, basic printing by individual researchers- acknowledging any excessive or specialized printing is covered by grant funds, not by the Faculty). Provision of this office space and utilities was committed from 2013 to 2021, by the (then) Dean of the Faculty of Media, Art, and Performance, as part of the original SSHRC grant agreement, and has been provided since 2014 in the Riddell Centre at the University of Regina. This office is used by students, researchers, and postdoctoral fellows. Additional Faculty support committed also includes basic administration assistance (Banner services), purchases and payment of invoices, booking etc. completed by existing Departmental administration staff with support from students employed by the grant where required.

8. Projected staffing requirements:

- No staffing requirements are envisioned on current activity, if the Centre activities become high volume, further funding will be sought to cover part time staff.

9. Risk assessment and risk management strategy:

Overall Projected Risk Level: Low

Identified risks:

RISK: University liability from activities connected to the centre.

REDUCTION STRATEGIES: All activities follow existing University risk reduction policies that include constant monitoring, reporting and adherence to Faculty, University, funding body, and government regulations, as well as adherence to Conflict of Interest Policy, and OHS guidelines.

Details: Specific risk of liability to the University includes:

- **Financial risk (overspending etc.):** A budget for each year was presented by the Regina site at the start of the funding period, and any deviations must be approved by IICSI management prior to fund transfer. All spending and financial activity is subject to several layers of monitoring. All funding is approved first at the Faculty level (FOAPAL expenses are signed off at the Associate Dean level, and all funds go through the main Centre FOAPAL, managed by the Director of the Centre), and then at the University level (monitored by Financial Services to prevent any overspending on accounts, and to ensure University, funding bodies, and government regulations are

- adhered to). Financial Services then produces and approves the annual Financial report that is forwarded to the IICSI Management, and to SSHRC each year. All purchasing and contracting follows University purchasing and employment policy, administered by the Faculty. As per all research spending, the University of Regina audits research expenses regularly to ensure compliance with funding rules and other regulations.
- Financial activity is also monitored closely at the national level by the IICSI SSHRC Partnership Executive Committee and Management Committee under the leadership of project director, Professor Ajay Heble, University of Guelph and project staff at the University of Guelph. Regular reports detailing finances and outstanding expenses are presented and approved by IICSI management, and annual narrative and financial reports are submitted to SSHRC for final approval. It would be extremely difficult to have any budget shortfall take place under these circumstances. In the highly unlikely event of budget overspend, funding is allocated yearly, and the IICSI Management Team can advance funding from a future allocation to cover the overspend. To prevent overspend in the last year of the grant, IICSI will implement additional monitoring during the last 1.5 years of the grant period.
 - **Risk to Human Participants in Research Projects:**
All research follows University Research Ethics Policy to comply with ethical, scientific, methodological, medical, and legal standards, with REB approval being sought prior to start of research projects. Note: Some activities that involve human participants are research creation/practice-based research in the form of artistic practice, and REB approval is not always necessary, the Centre is guided by the Research Ethics Board as to when this exception applies.
 - **Risk of financial liability from joint University/Community Partner activities:** All Centre research is either covered under existing University insurance policies; or, if deemed by the University to be outside the University's remit, is covered by partner's own insurance policies. These are confirmed before partnership activity takes place. Records of partner or additional insurance policies are held in the Centre office. If neither partner can cover the insurance, additional insurance is purchased to cover members of the research team, public liability, theft, and/or property damage and any specific risks relating to the specific project.
 - **Risks from researchers being unable to complete the planned research activities or reporting/financial management requirements:** As the Centre has ten active researchers, who often collaborate on projects together, there are suitable researchers who can substitute where required to fulfill reporting/management needs. With prior approval from the IICSI Management Committee and the Dean of MAP, the Director will nominate an interim Director, if the current Director becomes unavailable. Incomplete, or substantially different research outcomes are guided by the SSHRC Policies

for “Deviation from Proposed Activities and/or Budget” which allows for deviations which allow the centre to use the funds for the “broad purpose for which it was originally intended.”

10. Definition of institute or centre membership, and membership categories:

- The Centre has no additional membership structure. Members are researchers (Co-applicants or collaborators listed on the SSHRC Partnership Grant), community partners (listed on the SSHRC Grant) and informal partners, invited to advise only. Additional researchers and partners can be added to the Grant, on the recommendation of the Centre director, through a formal SSHRC application process, managed by the Management Team of the Grant.

11. Terms of Reference for an Advisory Committee:

Terms of Reference for the Advisory Committee: Regina Improvisation Studies Centre

Membership

- All researchers who are formally collaborators/co-applicants of the Regina site of the SSHRC partnership, The International Institute for Critical Studies in Improvisation (IICSI).
- One representative from each community partner formally connected to the SSHRC partnership. Community representatives are designated by the partner in consultation with the director, preferably drawn from those in a leadership role and/or actively involved in Centre activities.
- Representatives from informal artistic partners of the Centre will be also invited to join if they are interested.
- Period: 2016-2020, further terms of reference will be developed when the SSHRC partnership ends, if the Centre continues

Responsibilities

- To advise and guide the director of the Regina Improvisation Studies Centre on all areas of the Centre activities to help to ensure decisions fulfill the mandate of the centre. Advice areas include, but are not limited to, equitable division of funding, finances, reporting, risk assessment and major decisions. All advice will be considered against the rules and regulations of the University of Regina, and of the funding bodies involved to achieve the most successful and equitable outcomes.

- To report on activities by researchers and partners to help disseminate the research and fulfil the regular reporting needs for funding partners. Reporting can be in person, by email, or at advisory meetings.
- To provide advice and guidance for the director in the event of any difficulties or problems that arise.

Meetings and Reporting

- Meetings of the full advisory team will be held Fall and Spring academic semester (2 times per year), with additional meetings as needed. The Director will report updates on the activities of the centre and invite feedback, based on information gathered from members and partners over the reporting period. Any member may request an additional meeting. Smaller sub-committee meetings will be held more regularly to address specific research projects, and updates from these meetings will be included in the Director's reports. Update reports will also be published on the Regina Improvisation Studies Centre website (reginaimprovcentre.org). Annual written narrative reports are sent yearly to the funding body, these will be made available to the membership once yearly and on request.

12. Relationships with existing University entities and with entities external to the University

- The Centre has existing, ongoing relationships with the following University entities:
- The Faculty of Media, Art and Performance (MAP) Departments of Theatre, Music, Film, Visual Arts and MAP Interdisciplinary Programs.
Our researchers are drawn from across the Departments and programs.
- The Faculty of Science, Department of Computer Science, through The Rough Music and Audio Digital Interaction Lab
A number of our projects involve the Lab through the work of David Gerhard, his students, and his collaborators
- The Community Research Unit Research Centre in the Faculty of Arts
The "Improvising with iPads" research project was partially funded by the Community Research Unit through the Community Research and Action Fund, with research funds supporting the Native Health Services to take part in the project. The project involved students from MAP (Fine Arts) and Arts working with the community partners. Researchers from the Regina Improvisation Studies Centre presented at the Community-Based research showcase in 2014. We hope to continue partnerships that forward the mutual goals of both centres.

- The Indigenous People’s Health Research Centre and their partners
Ongoing research activity is taking place in partnership with the IPHRC, including the project “Acting Out but in a Good Way: A Partnership of Improvisation for Indigenous Youth Wellbeing” (2015-2017) and the production of a special issue of the journal Critical Studies in Improvisation on Aboriginal Health and Improvisation (scheduled for 2018)
- The Interactive Media and Performance Labs and their partners
Ongoing research activity is going on with the IMP Labs and their partners. The IMP Labs are part of Dr. Charity Marsh’s work as Canada Research Chair. Projects have included profiles of the lab for academic journals, support for graduate students to work on IMP lab projects and planning for future research conferences.
- The Research Office and Financial Services
As the Centre has been bound by research agreements with SSHRC since 2013, the Centre already has a close working relationship with both The Research Office and Financial Services to ensure financial activity, reporting and fund raising follows University and SSHRC research protocols and regulations. The Research Office has guided the drafting and development of this foundational document.

13. Projected contributions, if any, to University goals other than research:

- Teaching and Training: Researchers in the Centre have integrated their research activity with their teaching, to benefit their students. Examples include the University of Regina iPad Orchestra, an initiative supported by the President’s Office through the Teaching and Learning Scholars program as a research and pedagogical initiative, which was then supported and sustained by the Centre due to its focus on improvisatory activity with emerging technology. Other examples include Caines’ classes in improvisation that have been developed and taught at the undergraduate and graduate level utilizing research from the Centre. Students have received training across a number of research tasks and methodologies, including archival research, preparation of research manuscripts, research creation and data analysis. In 2018, Indigenous perspectives, drawn from the Liquid Art partnership will be incorporated directly into pedagogy in classes in the new MAP area of “Socially-engaged and Publically Engaged Practices”
- The community-based research projects are also a way for the researchers involved to initiate other public service activity; most of the researchers, for example, support their partners activities in addition to any formal research projects by then attending events, volunteering, serving on Boards, and other public service tasks.

14. Performance Metrics

- All metrics are measured against projections made in the original SSHRC Partnership Grant application, a full copy is on file in the Research Office. In summary, the Partnership, and the Regina site, will prioritize critical and artistic contributions to scholarship/research creation, and positive community service/impact for disadvantaged communities.

Detailed metrics include:

- Number of graduate and undergraduate research assistants who receive funding from over the life of the Centre (BA, BFA, MA, MFA and PhD)
- Number of completed high quality SK and national research projects in practice-based research (workshops, performances, exhibitions and other artistic outputs). Quality assessed by peer review (research creation formal peer review, art juries, professional reviews, professional association recognition, industry benchmarks etc.)
- Number of peer reviewed research publications (journal papers, conference papers, special journal issues, book chapters and books)
- Number of successful SK and national community partnered projects completed (where output and success is measured by partner's own internal goals and evaluation methods, not by the Centre. Partner goals and evaluation methods vary)
- Amount of awards, additional grants, positive PR, and other public recognition for Centre Faculty when working on projects supported by the Centre.
- Contributions made by Centre researchers to the national partnership through collaborative research with other sites (co-authored papers, policy documents, and teaching materials)

15. Details of Reports and Reviews:

Reporting

- The Regina Improvisation Studies Centre reports annually on activities, this already takes place as part of the SSHRC partnership. The Director of the centre will continue to prepare the annual report and provide it to the Dean, Advisory Committee, Research Office and SSHRC. Unless otherwise mutually agreed by the director and the relevant authority, the annual report due date for the University year ending April 30 will be June 30 of the same year.
- Unless otherwise mutually agreed by the director and the relevant authority, the annual report will include, at a minimum:
 - an application of the specific performance metrics found in the institute or centre's foundation documentation, including a discussion of progress on meeting performance objectives
 - a listing of publications attributable to institute or centre activities

- a listing of presentations and workshop and conference activity attributable to institute or centre activities
- a listing of communications or media activities attributable to institute or centre activities
- an assessment of any outreach or public service activities attributable to institute or centre activities
- a listing of contributions to undergraduate, graduate or internship training
- a university-year financial statement noting all monies received and expended by the institute or centre in each of its University accounts (i.e. FOAPALS)
- an assessment of the status and continued viability of the institute or centre

16. Review

Review Policy for the Centre will follow the University Policy and be updated as this changes. Current Policy copied below. The only exception is marked below.

Internal Review

- In-house review will take place as required at the Dean's discretion, and results will be disseminated to the Research Office. An internal review shall take place at any point in time on the request of the Dean, and at least every five years. (EXCEPTION TO STANDARD POLICY- Dean requests NOTICE PERIOD for review of 60 days rather than 90 recommended in the current policy.)
The Dean shall provide a director with at least 60 days' notice of an internal review due date. Unless otherwise mutually agreed by the director and the Dean, an internal review is based on all the elements of the annual report, plus, at a minimum, the following additional components:
 - an assessment of the institute or centre's progress since the most recent review, based on the specific performance metrics found in the institute or centre's foundation documentation
 - an analysis of the institute or centre's fit within the University's strategic research priorities
 - an assessment and recommendation as to whether any of the institute or centre's foundation documentation, management structure, membership categories, or performance measures should be amended to respond to new realities
 - a summary of all revenues and expenditures since the most recent review
 - an analysis of challenges and opportunities over the next three to five years
 - a strategy for the next three to five years to address challenges and opportunities
 - a recommendation as to the continuance, restructuring, or disestablishment of the institute or centre
- Upon receipt and consideration of the in-house review, the Dean may:
 - approve the internal review;
 - request further information; or,

- initiate an external review.
- Deans will forward a copy of the in-house review of a faculty-based institute or centre to the Research Office.

External Review

- At any point in time the Dean may initiate an external review by the Research Office.
- An external review involves comment, analysis and recommendations by the Research Office. Details of the external review may differ as defined by the Dean, but typically may include:
 - an analysis of the institute or centre's research performance
 - an analysis of the institute or centre's non-research contributions to the University
 - an analysis of the institute or centre's fit within the University's strategic research priorities
 - a funding and expenditures summary over the lifetime of the institute or centre (or since the previous external review)
 - a research plan over the next five years
 - a funding and expenditures projection over the next five years
 - confirmation the institute or centre's current management structure is appropriate or recommendations for changes to the management structure
 - a recommendation as to the continuance, or restructuring, or disestablishment of the institute or centre
- Upon receipt and consideration of the external review, the Dean may accept the review's recommendations, or request further information.
- The Research Office will forward a copy of an external review of a faculty-based institute or centre to the Dean, director and to the office of the VP (Research).

APPENDIX ONE

BUDGET

Budget Notes:

The operating budget for the Centre in the IICSI FOAPAL is small, it is composed of allocations from the IICSI grant transferred to the University of Regina annually, as well as a small amount of additional allocations from the grant for special projects, that are transferred throughout the year. (These additional allocations require special application to the Management Team.)

Attached below is the projected budget 2013-2020 from the original SSHRC grant, this does not include special project allocations, which are additional.

Also attached is the relevant FAST Report to date for the Centre FOAPAL account, and individual SSHRC reports from 2014 and 2015.

As 2016 reports are not yet complete, a working budget is also attached listing 2016 of IICSI allocations transferred to Regina so far.

Note:

The Centre's activities, however, are not solely funded by the Centre budget line and differ from the original grant budget, funding is supplemented by researcher's individual research funds (from internal and external grants) that are administered by the individual researchers themselves, following University and funding agency policy. Where these funds are used for Centre activities, they are included in narrative reporting to the Faculty, IICSI, and SSHRC, and detailed on SSHRC Contribution Forms, completed annually. 2016 contributions have not yet been reported, and are not listed on the working budget. Centre activities are also supported by Travel Funds and Equipment Funds from the IICSI grant that are administered separately by the national Management Team, and transferred as reimbursements for expenses directly to members. These do not show on the Regina Improvisation Studies Centre budget.



Canadian Institutes of Health Research

Natural Sciences and Engineering Research Council of Canada

Social Sciences and Humanities Research Council of Canada

Indicate for which Federal Granting Agency the "Statement of Account" is intended.

Annual Statement

Final Statement

GRANTS IN AID OF RESEARCH STATEMENT OF ACCOUNT

IMPORTANT NOTICE: A signed "Statement of Account" for each grant account, including General Research Fund (GRF), General Graduate Studies Fund (GGSF), Aid to Small Universities (ASU) and SSHRC Institutional Grants (SIG), must be filed annually by 30 June. Failure to file a "Statement of Account" by the specified date may result in the closing of the Federal Granting Agency grant account(s).

Family Name, Given Name and Initials(s) of Grantee Caines, Rebecca .	Council/Personal Id No. (CID/PIN) 0	Date April 30, 2014	Year Ending March 31, 2014
Institution University of Regina		University Account No. 224019	Council Grant No. -895-2012-1006-

FUNDS AVAILABLE FOR CURRENT YEAR	
Balance of grant at close of previous year	\$
Current year grant	\$ 10,569.00
Federal Granting Agency authorized transfer	\$
Total funds available for current year	A \$ 10,569.00


EXPENDITURES INCURRED FOR CURRENT YEAR			
1) Salaries to students (including benefits)	Canadian and Permanent Residents	Foreign	
a) Bachelor's	\$ 204.83	\$	\$ 204.83
b) Master's	\$ 378.91	\$ 315.60	\$ 694.51
c) Doctorate	\$ 441.67	\$	\$ 441.67
2) Salaries to non-students (including benefits)			
a) Postdoctoral	\$	\$	\$
b) Other			\$
3) Salary and benefits of incumbent (Canada Research Chairs only)			\$
4) Professional and technical services/contracts			\$
5) Equipment (including powered vehicles)			\$ 3,399.35
6) Materials, supplies and other expenditures			\$ 551.81
7) Administrative costs related to the Canada Research Chair (proposal writing, technology transfer costs, libraries, relocation, etc.)			\$
8) Travel			\$
9) Research time stipends (SSHRC Grantees and NCE Program Leaders only)			\$
10) GRF, GGSF, SIG and ASU expenditures only			
a) Travel in Canada			\$
b) International Travel			
c) Research awards, scholarships			\$
d) Research Infrastructure (ASU only)			\$
e) Other (e.g., conferences, workshops, seminars)			\$
11) Other Expenditures (e.g., NCE administration costs)			\$
Total expenditures incurred for current year			B \$ 5,292.17
Balance (A - B)			\$ 5,276.83

UNSPENT BALANCE	
Outstanding commitments at close of year	\$


SIGNATURES

I hereby certify that the above statement is correct; that the expenditures conform to the general conditions and regulations governing grants as outlined in the Federal Granting Agency guide, and were for the purpose for which the grant was made.

I hereby certify that the expenditures summarized above were incurred and paid wholly on behalf of the grantee, and that the vouchers are available for monitoring purposes.



 Grantee (or university official for GRF, SIG and ASU)



 Financial Officer


 Date

30 April 2014

 Date

Canadian Institutes of Health Research Natural Sciences and Engineering
Research Council of Canada Social Sciences and Humanities
Research Council of Canada Indicate for which Federal Granting Agency the
"Statement of Account" is intended. Annual Statement Final Statement**GRANTS IN AID OF RESEARCH
STATEMENT OF ACCOUNT**



IMPORTANT NOTICE: A signed "Statement of Account" for each grant account, including General Research Fund (GRF), General Graduate Studies Fund (GGSF), Aid to Small Universities (ASU) and SSHRC Institutional Grants (SIG), must be filed annually by 30 June. Failure to file a "Statement of Account" by the specified date may result in the closing of the Federal Granting Agency grant account(s).

Family Name, Given Name and Initials(s) of Grantee Caines, Rebecca .	Council/Personal Id No. (CID/PIN) 0	Date May 07, 2015	Year Ending March 31, 2015
Institution University of Regina		University Account No. 224019	Council Grant No. -895-2012-1006-
FUNDS AVAILABLE FOR CURRENT YEAR			
Balance of grant at close of previous year			\$ 5,276.83
Current year grant			\$ 6,128.00
Federal Granting Agency authorized transfer			\$
Total funds available for current year			A \$ 11,404.83
EXPENDITURES INCURRED FOR CURRENT YEAR			
1) Salaries to students (including benefits)	Canadian and Permanent Residents	Foreign	
a) Bachelor's	\$ 1,054.87	\$	\$ 1,054.87
b) Master's	\$ 3,588.32	\$ 1,714.64	\$ 5,302.96
c) Doctorate	\$	\$	\$
2) Salaries to non-students (including benefits)			
a) Postdoctoral	\$	\$	\$
b) Other			\$
3) Salary and benefits of incumbent (Canada Research Chairs only)			\$
4) Professional and technical services/contracts			\$
5) Equipment (including powered vehicles)			\$ 109.00
6) Materials, supplies and other expenditures			\$ 510.00
7) Administrative costs related to the Canada Research Chair (proposal writing, technology transfer costs, libraries, relocation, etc.)			\$
8) Travel			\$ 600.00
9) Research time stipends (SSHRC Grantees and NCE Program Leaders only)			\$
10) GRF, GGSF, SIG and ASU expenditures only			
a) Travel in Canada			\$
b) International Travel			
c) Research awards, scholarships			\$
d) Research Infrastructure (ASU only)			\$
e) Other (e.g., conferences, workshops, seminars)			\$
11) Other Expenditures (e.g., NCE administration costs)			\$
Total expenditures incurred for current year			B \$ 7,576.83
Balance (A - B)			\$ 3,828.00
UNSPENT BALANCE			
Outstanding commitments at close of year			\$
SIGNATURES			
I hereby certify that the above statement is correct; that the expenditures conform to the general conditions and regulations governing grants as outlined in the Federal Granting Agency guide, and were for the purpose for which the grant was made.		I hereby certify that the expenditures summarized above were incurred and paid wholly on behalf of the grantee, and that the vouchers are available for monitoring purposes.	
 _____ Grantee (or university official for GRF, SIG and ASU)		_____ Financial Officer	
_____ May 7 2015 Date		_____ Date	

Canadian Institutes of Health Research Natural Sciences and Engineering
Research Council of Canada Social Sciences and Humanities
Research Council of Canada Indicate for which Federal Granting Agency the
"Statement of Account" is intended. Annual Statement Final Statement

GRANTS IN AID OF RESEARCH STATEMENT OF ACCOUNT

IMPORTANT NOTICE: A signed "Statement of Account" for each grant account, including General Research Fund (GRF), General Graduate Studies Fund (GGSF), Aid to Small Universities (ASU) and SSHRC Institutional Grants (SIG), must be filed annually by 30 June. Failure to file a "Statement of Account" by the specified date may result in the closing of the Federal Granting Agency grant account(s).

Family Name, Given Name and Initials(s) of Grantee Caines, Rebecca .		Council/Personal Id No. (CID/PIN) 0	Date April 30, 2014	Year Ending March 31, 2014
Institution University of Regina		University Account No. 224019	Council Grant No. -895-2012-1006-	
FUNDS AVAILABLE FOR CURRENT YEAR				
Balance of grant at close of previous year				\$
Current year grant				\$ 10,569.00
Federal Granting Agency authorized transfer				\$
Total funds available for current year				A \$ 10,569.00
EXPENDITURES INCURRED FOR CURRENT YEAR				
1) Salaries to students (including benefits)	Canadian and Permanent Residents	Foreign		
a) Bachelor's	\$ 204.83	\$	\$ 204.83	
b) Master's	\$ 378.91	\$ 315.60	\$ 694.51	
c) Doctorate	\$ 441.67	\$	\$ 441.67	
2) Salaries to non-students (including benefits)				
a) Postdoctoral	\$	\$	\$	
b) Other			\$	
3) Salary and benefits of incumbent (Canada Research Chairs only)			\$	
4) Professional and technical services/contracts			\$	
5) Equipment (including powered vehicles)			\$ 3,399.35	
6) Materials, supplies and other expenditures			\$ 551.81	
7) Administrative costs related to the Canada Research Chair (proposal writing, technology transfer costs, libraries, relocation, etc.)			\$	
8) Travel			\$	
9) Research time stipends (SSHRC Grantees and NCE Program Leaders only)			\$	
10) GRF, GGSF, SIG and ASU expenditures only				
a) Travel in Canada			\$	
b) International Travel				
c) Research awards, scholarships			\$	
d) Research Infrastructure (ASU only)			\$	
e) Other (e.g., conferences, workshops, seminars)			\$	
11) Other Expenditures (e.g., NCE administration costs)			\$	
Total expenditures incurred for current year				B \$ 5,292.17
Balance (A - B)				\$ 5,276.83
UNSPENT BALANCE				
Outstanding commitments at close of year				\$
SIGNATURES				
I hereby certify that the above statement is correct; that the expenditures conform to the general conditions and regulations governing grants as outlined in the Federal Granting Agency guide, and were for the purpose for which the grant was made.			I hereby certify that the expenditures summarized above were incurred and paid wholly on behalf of the grantee, and that the vouchers are available for monitoring purposes.	
 _____ Grantee (or university official for GRF, SIG and ASU)			 _____ Financial Officer	
_____			_____	
Date			Date	
			30 April 2014	



Inception to Date with Drilldown
Finance Reporting (Data as of 28/01/2016 04:10:43 AM)

FUND = 224019

FUND	ACCT	ACCTTITLE	AMOUNT PER ACCT
224019	5302	Grant Federal	40,125.00
224019	6022	Student Wages	-8,968.30
224019	6050	Professional Fees & Honoraria	-2,542.33
224019	6080	Benefits	-502.36
224019	6102	General Materials & Supplies	-522.16
224019	6109	Food	-837.28
224019	6136	Legal & Other Professional Fees	-536.64
224019	6183	Entertainment	-117.82
224019	6241	Travel	-2,458.69
224019	6243	Visiting Scientist	-519.33
224019	6251	Conference Fees	-480.00
224019	6750	Software	-109.00
224019	7070	Transfer to Research	-5,000.00
224019	8604	Audio Visual Equipment	-692.61
224019	8625	Computer Equipment	-2,706.74
			14,131.74

2016 Working Budget

			AND RESEARCHER/ PARTNERS	TOTAL
INCOMING FUNDS 2016	DETAIL			
SSHRC ANNUAL ALLOCATION				
Student Salaries	Ongoing projects, events	Multiple		\$6,128.00
	Colloquium events: "Impovising Turtle Island" 2015, "Colder Than Mars" 2016	Multiple		\$5,000.00
Colloquium				
ADDITIONAL ALLOCATIONS- SPECIAL PROJECTS				
Digital Tools Budget- "Isomorphisms for Improvisation" project	Support for GRA	Gerhard		\$5,000.00
Events Budget- "Spontaneous Acts" Book Launch	Catering	Caines Caines, Creative City Centre, Sâkêwêwak, IPHRC, Episkenew		\$500.00
Exhibition Budget- "Liquid Art: Improvised Painting Project"	Workshops, events and exhibition, emerging artists and mentors	Episkenew		\$6,800.00
CURRENT RESEARCHER CONTRIBUTIONS (NOT COMPLETE)				
Indigenous Advisory Circle Indigenization Grant	Liquid Art project	Caines		\$1,700.00
TOTAL OPERATING BUDGET				\$25,128.00

2016 Working Budget

EXPENDITURES - FAST SYSTEM
Finance Reporting - Research Year End Summary
by Account (Data as of 29/01/2016 04:10:27 AM)

RESEARCH FSYR = 2016 FUND = 224019	ACCTTITLE	INTERNAL ATYPE TITLE TOTAL
FTVFUND TITLE		
SSHRC/UofG - IICSI - Caines	Grant Federal	Revenue 23,428.00
SSHRC/UofG - IICSI - Caines	Student Wages	Labour -1,904.39
SSHRC/UofG - IICSI - Caines	Professional Fees & Honoraria	Labour -2,542.33
	Benefits	Labour -117.43
		Direct
SSHRC/UofG - IICSI - Caines	Food	Expenditures -777.63
		Direct
SSHRC/UofG - IICSI - Caines	Legal & Other Professional Fees	Expenditures -536.64
		Direct
SSHRC/UofG - IICSI - Caines	Entertainment	Expenditures -117.82
		Direct
SSHRC/UofG - IICSI - Caines	Travel	Expenditures -1,858.69
		Direct
SSHRC/UofG - IICSI - Caines	Visiting Scientist	Expenditures -519.33
		Direct
SSHRC/UofG - IICSI - Caines	Software	Expenditures -109.00
Transfers		
		-5,000.00
		14,944.74

**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

**Foundation Document to Establish the
Canadian Institute for Science and Innovation Policy (CISIP)**

1. Name of Centre

Canadian Institute for Science and Innovation Policy (CISIP)

Type of Centre

This proposal recommends that CISIP be designated a faculty-based Centre in the Johnson Shoyama Graduate School of Public Policy (JSGS). Under this model, the Institute's Director would report to the Executive Director of JSGS, who represents both campuses of the School.

CISIP will be a joint-initiative of the University of Regina (U of R) and the University of Saskatchewan (U of S), capitalizing on the unique two university structure of JSGS. While the inaugural director and associate director will be hosted at U of S, the institute will have research facilitators at both campuses and the leads for the research themes are distributed across the two universities. Every three years the leadership will switch to the other campus in keeping with the JSGS policy of alternating its Executive Director (and Director) level leadership between the two campuses on a five-year rotational basis.

Both JSGS and this proposed institute do not fit neatly within the normal governance system operating at the University and extend beyond the typical centre typology (Faculty- or University-based). Although CISIP's broad scope and budget in the contexts of a standard faculty might warrant designation of the Institute as a University-based centre, the unique operating structure of JSGS as an inter-disciplinary school shared and administered jointly by the U of R and U of S supports CISIP's identification as a Faculty-based centre at the U of R within and under the responsibility of JSGS (and as a corresponding Type A centre located within JSGS under the U of S centres policy).

CISIP will be administratively housed and operated solely within the JSGS and, as such, will be a joint entity that does not fall under the sole jurisdiction or authority of either institution alone. This structure provides a novel and innovative opportunity to operate a truly collaborative institute that will undertake intra- and inter-institutional, interdisciplinary activities. Streamlining the administration within JSGS will enable the institute to aggressively pursue leveraging opportunities and promote the joint reputations of the Institute, JSGS and our host universities. Within this context and in conversation with both Offices of the Vice Presidents Research, JSGS has been identified as uniquely and well positioned to enhance performance and provide appropriate and effective accountability for the administrative and academic oversight of this shared institute on behalf of both our universities.

2. CISIP Rationale and Purpose

The Concept

CISIP will provide a unique vehicle to bridge the current disconnect between science and innovation on one hand and related policy and governance considerations on the other. In so doing, it will create and enhance opportunities for public, private and civil society sectors to engage in and benefit from new discoveries and technological applications.

The goal of CISIP is to draw together researchers, experts and stakeholders from across public, private and civil society sectors to enhance research and understanding relating to the policy and governance dimensions of science and innovation. More specifically and as outlined in more detail in Section 12 below, CISIP will work with domestic and international partners to support research that increases the development and uptake of appropriate and beneficial scientific innovations within broader society and specific communities by focusing on existing JSGS leadership and capabilities at the intersections of:

- 1) JSGS areas of policy and governance research strength:
 - a. strategic assessment
 - b. societal engagement
 - c. support for decision-making

- 2) Areas of U of R and U of S scientific pre-eminence to be advanced through CISIP:
 - a. energy
 - b. digital analytics
 - c. bioscience and food security
 - d. water security (under development)
 - e. health (under development)

Research cluster development that incorporates researchers from scientific, social scientific and humanistic fields extending far beyond current JSGS pools of expertise is at the heart of the CISIP vision. As reflected in responses to the original multi-disciplinary consultation process informing development of the CISIP concept, scholars and researchers on both campuses in Schools, Colleges and Faculties beyond JSGS are eager for opportunities to collaborate. CISIP is dedicated to finding mechanisms that will permit closer collaboration across academic units to provide demonstrable impacts in our efforts to address social challenges through science and innovation. Led primarily by social scientists from within JSGS, CISIP research clusters will draw on expertise from across the humanities, social sciences and sciences to ensure multiple and broad perspectives are incorporated in all related research activities.

Building through Consultation

Extensive consultations were held across the U of R and U of S campuses and related research facilities -- including with academics and researchers from scientific, social scientific and humanistic disciplines -- and with administrators from both institutions.

The initiative started with a JSGS Workshop on Governance of Innovation, Science and Technology held in May 2014 and included meetings with U of R Vice President Research David Malloy (May 28) and U of S Vice President Research Karen Chad (February 4 and May 28). Appendix I includes a 1-page summary of highlights from additional consultation discussions undertaken between Nov 2014 – Feb 2015 with the following individuals from both universities:

University of Regina

Thomas Bredohl, Dean Faculty of Arts
 Daniel Gagnon, Dean of Science
 Cory Butz, Associate Dean of Science
 Margot Hurlbert, Justice Studies, Sociology
 Esam Hussein, Dean, Faculty of Engineering and Applied Science
 Dena McMartin, Associate Vice President, Academic and Research
 Sally Gray, Director, Research and Innovation & Partnership, Office of the VP Research
 Norm Henderson, Director, PARC
 Gordon Huang, Director, Energy, Environment and Sustainable Communities

University of Saskatchewan

Associate Deans Research Forum
 Keith Willoughby, Edwards School of Business
 Peter Stoicheff, Dean, Arts and Science
 Georges Kipouros, Dean, and Don Bergstrom, Associate Dean Faculty Relations, College of Engineering
 Nazeem Muhajarine, Acting Head, School of Public Health
 Mary Buhr, Dean, and Graham Scoles, Associate Dean, Research, College of Agriculture & Bioresources
 Beth Bilson, Acting Dean, College of Law
 Toddi Steelman, Executive Director, School of the Environment and Sustainability
 Tom Roberts, Acting Managing Director, Industry Liaison Office
 Andy Potter, Director, VIDO/InterVac
 Tom Ellis, Director of Research, and Mark de Jong, Director of Accelerators, CLS
 Neil Alexander, Executive Director, Sylvia Fedoruk Canadian Centre for Nuclear Innovation
 Maurice Moloney, Global Institute for Food Security

Through the above noted consultation process, a viable rationale, purpose and structure for CISIP emerged as presented in this proposal.

CISIP Rationale

Generating, developing and applying science and innovation in ways beneficial to humanity at local and global levels has never been more important and challenging for decision-makers in public, private and civil society sectors.

In its 2007 Science and Technology Strategy, *Mobilizing Science and Technology to Canada's Advantage*, the federal government states that Canada requires, “a new approach – a new strategy that builds on our strong economic fundamentals, takes advantage of the research capacity that we have built, and more effectively uses science and technology to develop practical applications to address our challenges.” The 2014 strategy, *Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation* further acknowledges that “the ever-increasing complexity of global challenges ... require international research collaborations across many disciplines.” Most recently, the 2015 mandate letter to the newly established federal Minister of Science affirms the new government’s commitment to strengthening linkages among scientific knowledge, decision-making and investment and policy choices.

Natural and social sciences have often been associated with improving quality of life and the idea that science in particular can be put to work in solving pressing public policy challenges is heavily subscribed to by think tanks, governments, universities and industry. And yet, bringing the fruits of science to governments and to markets has never been more difficult. Research and innovation in specific disciplines are limited in their capacity to fully address and resolve large-scale or so-called “wicked” problems on their own. Moreover, research conducted in isolation from other discourses and modes of thinking can generate innovations that disrupt current practices and modes of thinking, creating conflict that either empowers or disenfranchises divergent communities.

Collaboration focused on the policy and governance dimensions of scientific research and innovation creates the opportunity to develop comprehensive evidence-based solutions for socially-complex problems. In order to be effective however, research clusters must draw on multiple and broad areas of expertise from across the academy that are not always seen as obvious partners in scientific and innovation research including such fields as history, ethics, cultural studies, law, fine arts, economics, indigenous studies, etc. Through creating and supporting research clusters in key areas of institutional research strength that build on existing and emerging networks across scientific, social scientific and humanities disciplines, CISIP will provide the opportunities and synergies needed for holistic dialogue and analysis that can effectively address large-scale challenges.

Saskatchewan and Canada currently lack a mechanism through which these concerns regarding the broader policy opportunities and governance challenges of science and innovation can be systematically explored and addressed. A research centre like CISIP that focuses primarily on the crucial aspects of governing innovations and their translation into public, private and civil society sectors provides a critical, currently absent, element to the current innovation environment. Saskatchewan universities need a central coordinating science/social science/humanities research centre to enhance the success and benefits of its scientific, innovative and technical expertise. Such an operation could maximize the impact of Saskatchewan-based scientific research, facilitate greater and more systematic connections between research activities in the science, innovation and technology policy and governance areas and develop a long-term vision for integrated research platforms.

Unique Opportunities for Research Activity and Engagement

While both universities have strength in specific scientific fields of inquiry and benefit from JSGS policy and governance capabilities, there are few, if any, formal mechanisms to bring together scholars spanning these and other fields to pursue common research interests, including with respect to energy, digital analytics, bioscience and food security, water security and health.

Numerous centres currently exist in Canada and internationally with various mandates relating to science, innovation and society. However, many of these entities are either narrowly focused on the work of individual researchers or limit themselves to only one aspect of the science-society interface – i.e. primary research, knowledge translation, or fee for service engagement.

Against this backdrop, CISIP will provide a unique mechanism to gather researchers and scholars spanning the natural and applied sciences, social sciences and the humanities under various structured and targeted research clusters. In so doing, CISIP will strengthen the ability of our academic community to undertake, build support around and find application for research that is more useful in addressing large-scale challenges.

More specifically, CISIP will build on existing JSGS relationships and networks to incorporate the following JSGS research strengths and analytic capacities to offer clear value in enhancing the success and benefits of our science and innovation:

Strategic assessment	<p>Examination of innovation through prospective analyses and retrospective assessments to test governance systems and identify potential options to improve performance.</p> <ul style="list-style-type: none"> • Focus on improving understanding between scientific definitions of risk, public understandings of uncertainty and institutional evaluative methods for assessing new technologies and techniques.
Societal engagement	<p>Increasing social engagement in discourse around scientific focus and application in ways that address perceptions of risk and framing of choices.</p> <ul style="list-style-type: none"> • Focus on knowledge mobilization and democratic engagement to develop strategies and opportunities for informed public participation in controversial issues relating to innovative technologies.
Support for decision-making	<p>Understanding how perceptions about risks and benefits intersect with goals to have science-based and evidence-informed policy along with regulatory and other decision systems.</p> <ul style="list-style-type: none"> • Focus on stakeholders use of evidence within decision-making structures and how new knowledge is accessed, interpreted and translated from one policy area to another.

Moreover, CISIP will undertake and support research in areas relating to the policy and governance dimensions of science and innovation in ways that are not currently enabled elsewhere on campus in any structured way, by:

- Supporting evidence-based discussion and exchange on hot button issues among academic and non-academic actors through information dissemination, publications, symposiums, public forums, workshops;
- Providing a structure and mechanism whereby experts from across scientific, social scientific and humanistic disciplines can come together to collaborate on specific large-scale challenges;
- Communicating scientific and innovation research results and outcomes to key audiences;
- Serving as a credible think-tank and go-to place for government officials, decision-makers, the public, industry and the media on key policy issues relating to science and innovation;
- Enabling better stakeholder engagement and public opinion gathering for industry and government partners; and
- Developing potential training and outreach opportunities for the university community and professionals from diverse sectors.

CISIP Purpose

Based on the above intentions, CISIP will fulfill a variety of purposes at institutional and social levels:

<i>CISIP Purposes</i>
<ul style="list-style-type: none"> • <i>Lead, host, undertake and support leading-edge research on policy and governance dimensions – including social, economic and political considerations – of science and innovation.</i> • <i>Create and support research clusters building on networks of scholars beyond JSGS and crossing scientific, social scientific and humanist disciplines, colleges and institutions.</i> • <i>Provide a mechanism to strengthen collaborative opportunities among academic, public, private and civil society sectors, both in Canada and internationally.</i> • <i>Maximize the potential for innovations in natural, applied and bio-medical sciences to be adopted by the private and public sectors, including through research initiatives and development of knowledge translation strategies.</i> <ul style="list-style-type: none"> • <i>Be a central link between government and university researchers to address issues hampering the translation of science into use.</i> • <i>Offer specialized training opportunities for graduate students and researchers interested in advancing scientific applications in public and private spheres.</i>

More specifically, CISIP will support its research mission through various activities and mechanisms including:

- Establishing research clusters building on networks of experts from multiple academic units far beyond JSGS, the U of S, and the U of R having skills in relevant areas;
- Securing agreements and MOUs with targeted scientific entities and facilities to support joint research initiatives;
- Facilitating and brokering relationships among scientific researchers, data holders, policy and governance experts, government officials, decision-makers, industry and community representatives, and regulators to enable cutting-edge research that is thorough and relevant;
- Targeting potential funding sources and external partners; and
- Supporting development and management of large-scale grants.

3. CISIP Fit With University Strategic Research Priorities

Research success requires not just technological innovation but also the resolution of related policy problems. Early CISIP priorities – bioscience and food security, energy, and digital analytics, with water security and health under development – will build on existing strategic priorities, strengths and investments at both the U of R and the U of S. Through participation in one of CISIP's founding research cluster categories focused on energy, this CRC will directly contribute to the achievement of U of R strategic and research objectives by:

- Successfully advancing U of R priorities outlined in the 2015-2020 Strategic Plan, peyak aski kikawinaw, relating to research impacts, commitment to communities and student success;
- Reinforcing U of R Strategic Plan commitments to support research communities to expand the boundaries of knowledge and have meaningful impact at home and beyond.
- Supporting institutional commitments with respect to Indigenization (partnership with Indigenous communities and scholars recognizing indigenous knowledge and experience) and Sustainability (research in environmental protection)
- Furthering university research objectives relating to high impact outcomes, advancing research profile and awareness, and increasing partnerships and projects with First Nations and Métis people, communities and organizations; and
- Contributing as a critical and essential component of U of R activity and success in its strategic research cluster areas as outlined in the table below, particularly those relating to the Digital Future and Water, Environment, & Clean Energy.

Through its own focus and partnerships, CISIP will remain committed to developing research programs that are closely aligned with U of R and U of S institutional research priorities as summarized in the following table:

U of S research signature areas	U of R research cluster areas					
	Anxiety, Stress & Pain	The Digital Future	Water, Environment, & Clean Energy	Health Equity	Social Justice & Community Safety	
<i>Agriculture</i>	SPH priority	CISIP primary Priority	CISIP secondary Priority			
<i>Energy & Mineral Resources</i>		CISIP primary priority	CISIP primary priority			
<i>One Health</i>			CISIP secondary priority	CISIP secondary priority		
<i>Water</i>			CISIP primary priority			
<i>Synchrotron sciences</i>		CISIP primary priority				
<i>Aboriginal</i>		ICNGD priority*				

<i>Peoples</i>		
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* In line with its research mandate and focus, CISIP will contribute to and advance institutional commitments with respect to Indigenous scholarship and engagement. Where there are opportunities to advance shared goals with respect to the policy and governance dimensions of science and innovation, CISIP will collaborate with other academic and administrative units at the U of R and the U of S, including the First Nations University of Canada, International Centre for Northern Governance and Development and the Indigenous Peoples’ Health Research Centre to advance institutional priorities relating to Indigenous student success, engagement with First Nations, Métis and Inuit communities, and incorporation of Indigenous knowledge and experience. Anticipated potential areas for initial CISIP collaboration in this regard include such cross cutting issues as climate change, low carbon energy futures (given potential considerations for northern and remote communities), nutrition and food security and health. In partnership with others, CISIP will contribute to commitments and strategies that provide opportunities for Indigenous researchers, leverage related internal expertise and support meaningful community engagement in policy deliberations.

Consistency with JSGS Planning and Priorities

CISIP reflects JSGS’s strategic commitment to advance research and scholarship in the area of Innovation, Science and Technology, one of three research priorities recently identified by JSGS. Moreover, the new Institute responds to needs identified in the JSGS U of S *Plan for the Third Planning Cycle, 2012-2016* around bridging social science, life science, and natural science communities and improving research capacity in governance topics relating to science and technology.

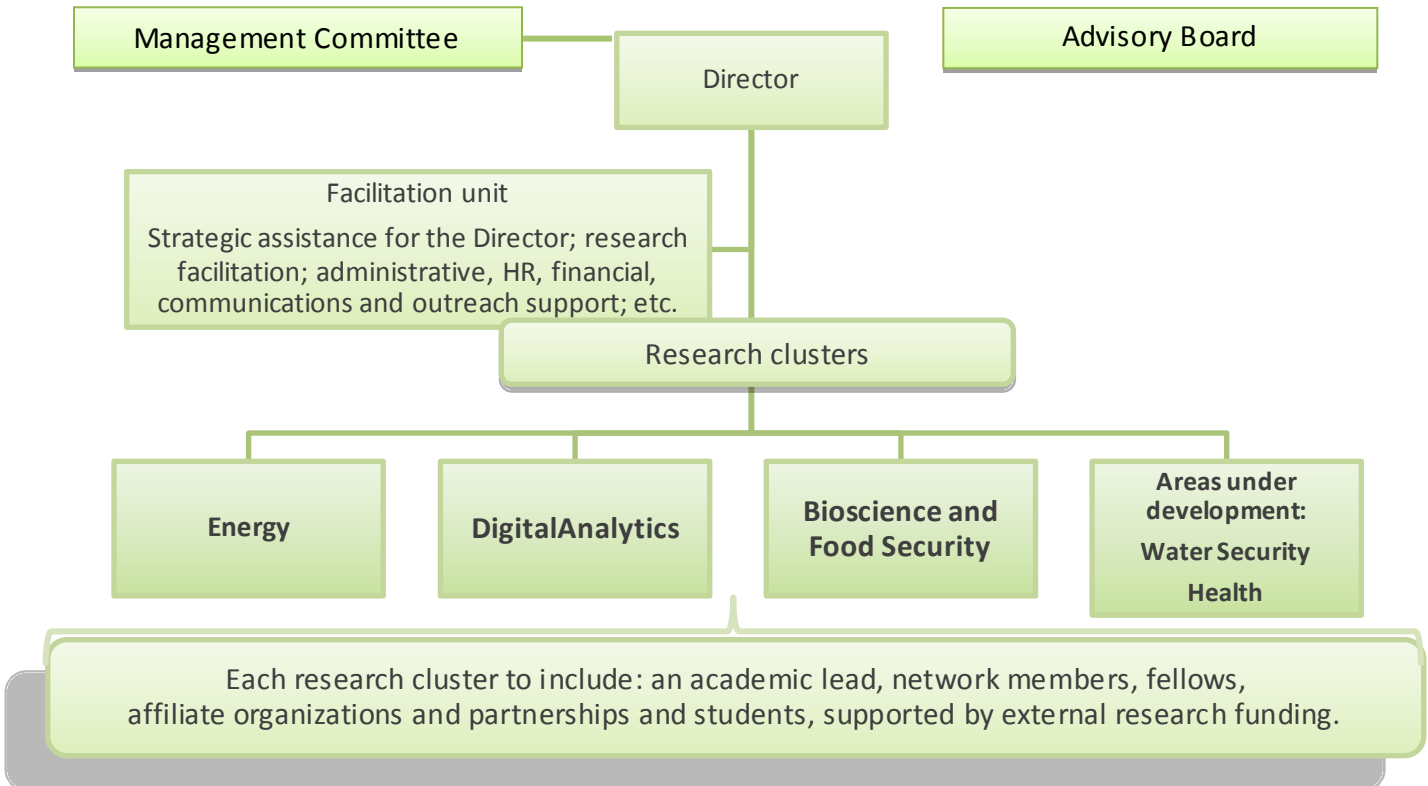
4. Institute Management Structure

As a Faculty-based Centre, CISIP will be led by a Director reporting to the Executive Director of JSGS. The inaugural director will be Dr. Peter Phillips, Distinguished Professor of Public Policy and an established scholar and faculty member of JSGS. His research expertise focuses on governing transformative technological innovation, including regulation and policy, innovation systems, intellectual property management, trade policy and decision systems.

The Director will be responsible for oversight of the academic mission and operations of the centre. He will be supported by an administrative team that will include: a strategic administrator to assist the Director, two research facilitators, and administrative, HR, financial, communications and outreach assistance from JSGS.

Research will be undertaken and supported primarily through the creation of research clusters led by established policy and governance leaders in areas of scientific pre-eminence at the U of R and U of S. Initial research clusters will focus on energy, digital analytics, and bioscience and food security, with two additional clusters - water security and health - under development. Each research cluster will include: an academic lead, network members, fellows, affiliated organizations and partnerships and students, supported with external research funding.

The chart below illustrates the proposed management structure for CISIP:



Additional oversight will be provided through: a) a Management Committee - consisting of the Executive Director of JSGS, the CISIP Director and associated support, the Associate Vice Presidents Research from the U of R and U of S, and the academic leads for all research clusters – that is anticipated to meet on a quarterly basis to provide oversight and advice for CISIP operations; and, b) an Advisory Board discussed in more detail in Section 11 below.

5. Anticipated CISIP Duration

Given its broad scope and purpose, it is anticipated that CISIP will remain relevant and vibrant for the long-term. While the current proposal sets forth a budgetary path for the next three years as requested, the following section outlines the strategies that will be implemented to support CISIP viability for many potential decades to come. Already the institute has research commitments extending out seven years.

6. Resources and Budget

CISIP activities relating to general operations, research facilitation, and outreach and knowledge translation will be funded from a variety of existing and potential new sources as outlined below.

Existing JSGS resources and connections will provide in-kind administrative, HR, financial, communications, and outreach support through existing positions.

Agreements with major research institutes in Saskatchewan – including agreements with the Sylvia Fedoruk Canadian Centre for Nuclear Innovation and the Global Institute for Food Security – will provide funds to cover both research and some operating costs. MOAs are being worked on to formalize those partnerships. Similar MOAs will be pursued as appropriate with the Global Institute for Water Security, the International Minerals Innovation Institute and other initiatives at the two universities and beyond.

It is anticipated that both universities will provide support to be used for the new strategic administrator position, support for research facilitators at both campuses, as well as travel expenses for advisory board members and various other CISIP travel and consumables. The College of Graduate Studies and Research (CGSR) at the U of S also confirmed its support for CISIP in the form of two Graduate Service Fellowships.

In addition, the two universities and JSGS have a demonstrated success in securing research opportunities and funding that will further bolster CISIP resources, including the following anticipated allocations:

- CRC – Energy Policy
100% or \$200,000/year X 5 years
- CISCO Research Chair –Big Data
33% or \$100,000/year X 5 years
- Fulbright Chair – final allocation to CISIP
\$25,000 X 1 year
- Robertson Scholars
\$55,000/year (\$20K/year for MPP and \$35K/year for PhD) X 5 years
- Annual Science and Public Policy Lecture hosted by JSGS
\$5,000/year (Robertson donation)
- Allocation of graduate student services for research facilitation
\$11,000/year X 3 years
- In-kind support and funding for governance/operations
\$43,560 X 4 years (Director travel, administration/communications/financial support, etc.)

On-going and confirmed, pending and anticipated research projects relating to the CISIP mandate that researchers from the U of R and U of S are engaged in include:

<p><u>Ongoing or Confirmed Projects</u></p> <ul style="list-style-type: none"> • <i>Small Nuclear Innovation Policy Partnership (SSHRC Partnership Development Grant)</i> • <i>Rethinking IPRs for Open Innovation (SSHRC In-Sight Grant)</i> • <i>Integrated Training Program in Infectious Diseases, Food Safety and Public Policy (ITraP) (NSERC Create)</i> • <i>Experimental Decision Laboratory and SSRL (CFI Leadership Grant)</i> • <i>Creating Digital Opportunity (SSHRC Partnership Grant)</i> • <i>Leveraging Social Media in the Stem Cell Sector: Improving Public Engagement and Information Dissemination Strategies (NCE Stem Cell Network)</i> • <i>Stem Cell Network Public Policy Impact Grant (NCE Create)</i> • <i>Pace-'Omics: Personalized, Accessible, Cost-Effective Applications of 'Omics Technologies (Genome Canada)</i> • <i>Canadian National Transplant Research Program: Increasing Donation and Improving Transplantation Outcomes (CIHR)</i> • <i>Designing Crops for Global Food Security: Canada First Research Excellence Fund (CFREF)</i> • <i>Application of Genomics to Innovation in the Lentil Economy (AGILE)(Genome Canada)</i> • <i>JSGS-Global Institute for Food Security Partnership (GIFS)</i> • <i>Reverse Vaccinology Approach for the Prevention of Mycobacterial Disease in Cattle (Genome Canada)</i>
<p><u>Submitted/Pending</u></p> <ul style="list-style-type: none"> • <i>Canada Excellence Research Chair (CERC) on food security (announcement pending)</i> • <i>SSHRC Synthesis Grant (submitted January 2016)</i>
<p><u>Anticipated Applications</u></p> <ul style="list-style-type: none"> • <i>CERCs (Fall 2015)</i> • <i>CFREFs on Water (USask) and Carbon Capture and Storage (URegina) (Winter 2016)</i>

It is important to reiterate that the goal of CISIP is to both secure funding for science, technology and innovation studies AND to help others secure funding for large-scale research. In many cases large-scale science projects, such as the recent Canada First Research Excellence Fund, are strengthened by a policy component; in other cases, such as the recent Genome Canada LSARP, science projects were unable to be funded without an integrated, relevant policy research program. The table below illustrates some of the research funding our work to date has leveraged for this campus and beyond.

Research Projects	CISIP Related Funding	Leveraged resources at the U of S and U of R	Leveraged resources beyond our campuses
Application of Genomics to Innovation in the Lentil Economy (Genome Canada)	\$214K	\$7.7M (U of S)	
Reverse Vaccinology Approach for the Prevention of Mycobacterial Disease in Cattle (Genome Canada)	\$404K	\$4.4M (U of S)	\$2.6M
Designing Crops for Global Food Security (Canada First Research Excellence Fund)	\$3.6M	\$33.6M (U of S and U of R)	
Creating Digital opportunity (SSHRC Partnership Grant)	\$162K	\$81K (U of S)	\$2.96M
Rethinking IPRs for Open Innovation (SSHRC Insight Grant)	\$46K		\$690K

A summary of base-line CISIP expenditures and revenues for the first three and a half years is provided in an attached detailed business plan in Appendix IV; as new projects are secured, they will raise our operating capacity.

7. Physical Resource Requirements

There are no anticipated additional physical requirements for CISIP at this stage. It is expected that any new faculty or administrative hires associated with the Institute over the coming years will be accommodated within existing JSGS space allocations. Initial administrative office space will be provided at the U of S campus.

8. Projected Staffing

As reflected in the attached business plan (Appendix IV), various new academic and administrative positions will support CISIP operations and research objectives. These include the hiring of a new Tier I CRC in Energy Policy, strategic operational support for the CISIP Director, research facilitator positions at both campus locations as well as various post-doctoral and student hirings based on research cluster priorities and allocations. JSGS resources and connections will provide in-kind administrative, HR, financial, communications, and outreach support through existing positions.

9. Risk Assessment and Management Strategy

As outlined below, several milestones and metrics will guide and measure CISIP progress towards its intended goals.

An initial risk analysis has identified no significant risks of the institute. The leadership is drawn from faculty ranks and a large number of grants are realized. While there are some incremental costs, they will be sustainable for at least three years given funding committed to date. The work and budget of CISIP will be actively managed. If anticipated growth is not forthcoming, the institute can be scaled to the long-term opportunity. A legacy of reputation and capacity would remain regardless of the long-term scale of the venture.

CISP's growth trajectory has been outlined through numerous targeted operational and academic achievements identified at multiple year intervals, based on criteria that will guide the selection of appropriate research clusters and the pursuit of research funding and collaboration to support CISIP growth and success. These criteria will include reference to:

- Areas of institutional scientific pre-eminence;
- Demonstrable significance relating to transformative science, social license, agenda-setting, decision-making and assessment;
- Academic, policy and governance leadership and expertise, including strong linkages within and to JSGS;
- Manageable scale and scope with strategic goals and tangible deliverables; and
- Reasonable short- and long-term funding prospects

It is anticipated that following its initial years of operation, CISIP will be self-sustainable without need for central university funding through obtaining resources from a variety of sources and activities as outlined below:

- Once CISIP is launched, the Institute will pursue a number of large-scale research grants and collaborations that would provide resources for CISIP operations;
- Initial stages of CISIP operations will include approaches to federal and provincial governments, as well as industry partners, to secure additional multi-year funding for operations and targeted research activities;
- On-going and new membership in and access to integral research facilities such as the SSRL and its suite of labs, including the Experimental Decision Laboratory (EDL), and the Policy Innovation Research Suite will provide a strong base for CISIP research activities.

10. CISIP membership and categories

As outlined in Section 4 above, research undertaken through CISIP will be undertaken and supported primarily through the creation of research clusters led by established policy and governance leaders in areas of scientific pre-eminence at the U of S and U of R.

Initial research clusters will focus on bioscience and food security, energy, and digital analytics, with two additional clusters - water security and health - under development.

Each research cluster will include an academic lead, network members, fellows, affiliated organizations and partnerships and students.

11. Advisory Committee

To assist with CISIP governance, an Advisory Committee will be established to provide strategic advice on CISIP priorities and support the development of national and international partnerships;

More specifically, the Advisory Committee will ensure that:

- the research direction of CISIP stays nationally and internationally relevant;
- research of international quality is being undertaken; and,
- CISIP is connected to other significant national and international programs.

The Advisory committee will consist of national and international leaders from academia, government and industry with knowledge and expertise in areas relating to science, innovation and policy. Members will be selected based on their links to the theme areas of CISIP and their abilities to help build connections and partnerships across sectors for CISIP, both in Canada and abroad.

Appendix III provides a preliminary list of the types of individuals that may be approached to consider serving as members of the CISIP Advisory Board. Meeting frequency will be determined based on needs arising from CISIP but it is anticipated that the Advisory Board will meet at least annually.

12. Relationships with University and External Entities

As an Institute dedicated to the development of and support for research clusters spanning scientific, social scientific and humanistic fields, and integrating participation from diverse sectors including public, private and civil society sectors, CISIP will engage with and be of benefit to numerous academic units and research entities.

JSGS will host CISIP on behalf of both universities. Research clusters and activities will reflect interests from across the U of R and U of S scholarly communities. As noted above, extensive consultation across both campuses was undertaken prior to development of the CISIP concept. Based on those discussions and the goals and objectives outlined above, close collaboration in this initiative is confirmed or anticipated with numerous units or facilities including the following:

U of R Campus

- Arts
- Science
- Engineering and Applied Science
- Prairie Adaptation Research Collaborative
- Institute for Energy, Environment and Sustainable Communities

U of S Campus

- Agriculture and Bioresources
- Arts and Science
- Edwards School of Business
- Engineering
- Law
- School of the Environment and Sustainability
- School of Public Health
- Veterinary Medicine
- Canadian Light Source
- Vaccine and Infectious Disease organization/International Vaccine Centre
- Global Institute for Food Security
- Global Institute for Water Security
- Sylvia Fedoruk Canadian Centre for Nuclear Innovation

Scholarly Work

To achieve its research objectives, CISIP will engage core faculty with particular expertise from JSGS at the U of S and U of R and beyond to build research clusters focused around specific thematic areas.

The following JSGS scholars will provide the core research support for CISIP:

- Michael Atkinson – science and society
- Ken Coates – digital economy and northern innovation
- Murray Fulton – science, agriculture and market structures
- Pat Gober – water security
- Justin Longo – big data analytics
- Kathy McNutt – digital analytics and energy policy
- Peter Phillips – bioscience policy and science and innovation studies
- Greg Poelzer – northern innovation
- Jeremy Rayner – energy policy
- Amy Zarzeczny – biotechnology and health law and policy

In addition, numerous faculty members from the U of R and U of S, as well as others from other academic, public, private and civil society sectors, have either committed to or been identified (through collaboration or the consultations) for potential participation in the initial research clusters as outlined below:

RESEARCH CLUSTER	CLUSTER LEAD	EARLY U OF S AND U OF R FACULTY INTEREST AND/OR POTENTIAL COLLABORATORS
Bioscience and Food Security	Peter Phillips, JSGS, U of S	Stuart Smyth, Bill Kerr, Jill Hobbs and Richard Gray, BPBE; Martin Phillipson, Law; Susan Whiting and Carol Henry, Nutrition; Murray Fulton and Michael Atkinson, JSGS
Energy	Jeremy Rayner, JSGS, U of S AND CRC 1, U of R	Bill Kerr, BPBE; Loleen Berdahl, Kali Deonandan and Greg Poelzer, POLS; Maureen Bourassa, ESB; Joel Bruneau, Econ; Kathy McNutt and Ken Coates, JSGS
Digital Analytics	Justin Longo, JSGS, U of R	Richard Gray, BPBE; Carl Gutwin and Nathan Osgood, CompSci; Dean Chapman, CLSI; Kathy McNutt and Ken Coates, JSGS
Health	Amy Zarzeczny, JSGS, U of R (Under development)	Wallace Lockhart, URegina
Water Security	Pat Gober, JSGS, U of S (Under development)	Margot Hurlbert, URegina

Impacts Strengthened Through Relationships

As noted above, Saskatchewan currently lacks a mechanism through which concerns regarding the broader policy opportunities and governance challenges of science and innovation can be systematically explored and addressed. A research centre like CISIP will enable JSGS and the province's two universities to address this vital need by expanding and coordinating research collaboration throughout the academy and beyond in ways that effectively bolster the impacts of scientific and innovative pursuits for the benefit of broader society. The ultimate goal is to strengthen our respective national reputations and to provide leadership in select global policy fields.

Research projects across natural and applied sciences, social scientific and humanistic fields in areas of shared concern are currently not coordinated. Moreover no forum currently exists to evaluate what initiatives have already been undertaken, what research needs to be done and how to best address issues in these areas. Through coordinating activities and related engagement across academic, private and community sectors, CISIP will identify and leverage potential funding opportunities and spaces where social scientists can explore aspects of scientific inquiry and impact, as well as where science can benefit from social scientific and other analyses. In so doing, JSGS will allow our two campuses to take the lead in science and innovation policy development and elevate both universities' national reputations through their balanced and inclusive commitment to science, innovation and society.

CISIP will build upon existing funded research projects as well as other projects in-process funded by a wide array of agencies including SSHRC, CIHR, CERC, CFREF and CRC programs and Genome Canada. In addition, agreements with major research institutes in Saskatchewan – including agreements in principle with the Sylvia Fedoruk Canadian Centre for Nuclear Innovation and the Global Institute for Food Security – will provide funds to cover both research and some operating costs. MOAs are being worked on to formalize those partnerships. Similar MOAs will be pursued as appropriate with the Global Institute for Water Security, the International Minerals Innovation Institute and other initiatives at the two universities and beyond.

The activities of CISIP will be mutually beneficial in enhancing existing work through new connections while elevating the impact of the research through new networks beyond our campuses. Results will include research and tools that could assist researchers and representatives from public, private and community sectors better understand the policy and governance challenges of getting innovations approved, adapted and adopted for use in broader society.

13. Contributions Beyond Research

JSGS will build on its existing relationships with public, private and civil society sectors around the world to develop a 21st century process and tool kit to support design and implementation of better policy and governance practices around science and innovation.

Each research cluster area will collaborate with and be of benefit to key partners from academic, public, private and civil society sectors. Building on existing and new relationships, CISIP will increase: collaborative engagement in research grants (more co-applications); high impact publishing in top journals and monograph series; proactive co-publishing and co-supervision; and engagement in proactive knowledge-transfer activities (e.g. policy briefs, media contact, participation in policy symposia with government and industry). JSGS students will also have the opportunity to engage in themed research activities relating to their areas of study. This will include engaging in seminars and symposia, participating in cross-methods training (learners/trainers) and contributing to the research and knowledge transfer continuum.

In so doing, CISIP will bring a variety of value-added activities and engagement to U of R, U of S and beyond. CISIP's broad value-added components will include:

- Increased opportunities and mechanisms for more effective coordination among researchers and scholars in the sciences, social sciences and humanities, across our campuses and beyond, with expertise relating to the policy and governance dimensions of science and innovation;
- New opportunities for JSGS to take the primary lead on research projects that build on academic expertise (i.e., strategic assessment, societal engagement and support for decision-making) and in areas of institutional scientific strength;
- Broadened training and research opportunities for JSGS and other faculty and students;
- Enhanced knowledge mobilization and translation of innovation within public and private sectors;
- Matured capacity to respond to increasing demand for clear policy applications and impacts in science and innovation research proposals and projects;
- Expanded leadership and visibility, both domestically and internationally, for the U of R and U of S in key research areas; and,
- Strengthened capacity to pursue and manage large-scale multidisciplinary research projects including through the leveraging of additional resources and partnerships both on and beyond our campuses.

14. Performance Metrics and Measuring Success

The systematic assessment of CISIP will follow the required U of R review processes for centres and internal processes determined by the executive director of JSGS. In addition, CISIP will also

take into consideration and accommodate review processes at the U of S as enacted by the Office of the Vice-President Research including considerations outlined by U of S Policy on Centres, the Task Force on the Management of Centres Report and the Report of the Implementation Team for the Management of Centres.

Systematic assessments will include a review to be undertaken in the fifth year following the centre's establishment and will recur on a five-year cycle after that time, aligning with the university's integrated planning cycle. The review process will be coordinated by the executive director of JSGS and will include annual reports prepared by the centre.

Milestones and Success Metrics

In addition to a review after the fifth year of CISIP operations, milestones and success metrics have been identified to guide and measure institutional progress towards its intended goals:

Milestone/Metric	Baseline 2014-15	Year One	Year Three	Year Five
Research Funding	about \$100K annual flow	~\$1.25M annual flow	~\$1.5 annual flow	\$1.75 annual flow including leadership on at least one large grant
Operations and Capacity	Na	Hire strategic administrator and 2 RFs; hire CRC1; hire 2 new faculty and post-docs in energy cluster	At least one more incremental faculty	Sustain hires; reach goal is to secure one or more endowed chair
Research Leadership	A few grant co-applicants; zero leads on large-scale grants	Establish research clusters; co-applicant or lead on partnership and synthesis grants	Lead on at least one large-scale grant application	Lead and/or co-applicant on one on-going large-scale grants in each research cluster
Institute Outputs	None	Consolidate base of major works in past; publish at least two books and journal articles in each cluster	Move publishing to higher impact journals	Sustained publishing in high-impact journals
Knowledge Transfer – Training/Research	None	Establish policy briefs series	International training partnership	Establish modularized training

To support and monitor successful achievement of CISIP objectives including the above milestones, a thorough review focused on sustainability, outcomes and engagement with humanities, natural sciences and social sciences across both campuses will be undertaken within three to five years of establishment.

List of Attachments

Appendix I

Consultation Summary for Proposed CISIP

Appendix II

Letters of Support and/or commitment for CISIP:

JSGS Executive Director, Dr. Kathy McNutt and Director, Dr. Jeremy Rayner (joint letter);

U of S Vice-President (Research), Dr. David Malloy (to be provided)

U of S Vice-President of Research, Dr. Karen Chad to the UofS Planning and Priorities Committee including reference to commitments from the U of S Provost's Committee on Integrated Planning;

Executive Director of the Sylvia Fedoruk Canadian Centre for Nuclear Innovation, Dr. Neil Alexander;

Executive Director and CEO of the Global Institute for Food Security, Dr. Maurice Maloney; and Interim U of S Dean of Graduate Studies and Research, Dr. Adam Baxter-Jones.

Appendix III

Sample List of Potential Advisory Board Members

Appendix IV

Business Plan 2015-2019

Confidential - for internal use only

Appendix I:

Consultation Summary of Highlights for Proposed Canadian Institute on Science and Innovation Policy

SUMMARY OF HIGHLIGHTS						
PURPOSE/ ROLE	PRIORITY ACTIVITIES	PRIORITY SUBJECTS	STRUCTURE/ RESOURCES	RISKS/HAZARDS	POTENTIAL RESEARCHERS	OTHER COMMENTS
<p>Overall strong support for the Institute;</p> <p>Strong interest in its potential to bring researchers and partners together to work on “big problems”</p> <p>Regarded as a potential opportunity to better bridge the research community with government to inform decision-makers and funders about the relevance of research and increase researcher understanding about public sector concerns</p>	<p>Bring researchers and faculty together to increase knowledge about what others are doing and support new collaborations;</p> <p>Broker relationships across sectors - academia, government and industry;</p> <p>Communications – translate substance and impacts of science and innovation to wider audience including government</p> <p>Assist researchers to better demonstrate impacts and/or engage more effectively with the public;</p> <p>Support evidence-based decision-making and credible dialogue with governments and the general public;</p> <p>Enable researchers to think more broadly beyond their own disciplines;</p> <p>Assist with large grant applications;</p> <p>Provide academic and professional training opportunities</p>	<p>Sector priorities and areas of institutional strength:</p> <ul style="list-style-type: none"> -Agriculture and food security -Nuclear energy -Water security -Data analytics <p>Potential expansion to include:</p> <ul style="list-style-type: none"> -Environment -Health (One Health, Public health policy, etc.) <p>Cross-cutting theme of impacts for rural, remote, and Aboriginal communities</p> <p>Broad areas of network expertise with emphasis on strategic assessment, societal engagement and decision support</p> <p>Certain concepts will be key to this pursuit- e.g. public perceptions of risk</p>	<p>Type A / 1 Centre at JSGS managed on behalf of the institutions</p> <p>General support for cluster model</p> <p>Strong support for focused unit with on-going positions and resources</p> <p>Initial stages to build on potential MOUs and funding from GIFS and Fedoruk Centre</p> <p>Donor gift and interest</p> <p>Potential federal and provincial funding – WD, IC, CFI, NSERC, AE, InnovSK</p> <p>Potential PCIP submission for salaried positions</p>	<p>When thinking about partners and members, we need to be clear about benefits and contributions – try to avoid admin burdens</p> <p>Must avoid being an “ego-centre” focused on narrow or individual research priorities</p> <p>Should not draw away human or financial resources from other parts of campus</p> <p>Be careful about specific vision, role and ambition; may be best to take phased approach with baby steps leading to later expansion</p> <p>Hard to maintain multidisciplinary collaboration if no resources between projects</p>	<p>Numerous researchers identified to participate in research clusters</p> <p>Cluster academic leads to follow-up</p>	<p>Recent review and new policy relating to UofR centres</p> <p>International components should be considered</p> <p>Linkages with new funding opportunities – e.g. Canada First Research Excellence Fund - should be pursued</p> <p>Timing is right for this kind of multidisciplinary institute – must look at similar initiatives underway</p> <p>Should focus on value-add to what others already or otherwise doing; avoid duplication</p>

November 3, 2015

Dear Members of the University of Saskatchewan Planning and Priorities Committee,

I am writing to share my enthusiastic support for the establishment of the Canadian Institute on Science and Innovation Policy (CISIP) at the Johnson-Shoyama Graduate School of Public Policy. The centre proposal is the result of widespread discussions to identify a significant research area of great importance to the Johnson-Shoyama Graduate School of Public Policy and to carry out their discovery vision which aligns with the priorities of the University of Saskatchewan.

With the view of fully harnessing their research capacity, the school has developed a comprehensive strategic research plan. Through a consultative process, the school's faculty members identified three areas of research priority: 1) Governance; 2) Inequality and Social Policy; and 3) Innovation, Science and Technology. While CISIP will contribute to all three priority areas, the proposed centre is an integral structure for fulfilling the research goals and objectives of the school's strengths in "Innovation, Science and Technology" policy research. The creation of this Type A centre will enable the school of public policy to harness an area of research strength in a formal framework that provides coordination and integration within the school and enhances their reputation in an area of strategic importance for a multidisciplinary graduate school of public policy.

The proposed Canadian Institute of Science and Innovation Policy creatively addresses an important area of research in a coherent framework within the school, but also benefits our campus community and external partners and key stakeholders. CISIP will focus on policy research, but its impact will be felt across a wide-variety of disciplines. The centre will create a hub linking U of S research, from science to the humanities, with the public, private, and civil society sectors of both Canada and other countries around the world. By fostering collaborative research programs investigating the policy and governance dimensions of science and innovation, CISIP will enable us to maximize the adoption of U of S innovations by the private and public sectors.

By decision of the Provost's Advisory Committee on Integrated Planning I'm pleased to confirm a financial commitment of up to \$160,000/year for three years from University of Saskatchewan to support CISIP. These resources will enable the hiring of an associate director position and provide appropriate operational expenses.

I support this proposal which seeks to create a centre around science and innovation policy research. It will result in a systematic understanding of the innovation ecosystem to guide the development of informed integrated research platforms and as such, I look forward to the significant contributions it will make in the years ahead.

Sincerely,



Karen Chad, Ph.D.
Vice-President Research



October 29, 2015

Professor Jeremy Rayner
Director and Centennial Research Chair
Johnson-Shoyama Graduate School for Public Policy
101 Diefenbaker Place
Saskatoon, SK S7N 5B8

Dear Professor Rayner,

The Fedoruk Centre continues to support the establishment of the Canadian Institute for Science and Innovation Policy (CISIP).

CISIP aligns with the Fedoruk Centre's thematic areas related to the social, policy and environmental implications of nuclear technology and is considered a means by which the Fedoruk Centre can contribute to building expertise and capacity in Saskatchewan.

At its most recent meeting, the Fedoruk Centre Board of Directors reaffirmed its support in principle for CISIP through an overall investment of \$2 million, starting with an initial investment of \$700,000 to recruit research leadership and assist with the institute's start up. The Board's final approval will be subject to:

- Approval and establishment of CISIP by the University;
- Finalization of a partnership agreement between JSGS and the Fedoruk Centre; and
- Submission of work packages and associated budgets for the proposed packages of work.

The Board understands the issues with regard to timing and has asked for this issue to be dealt with by a special meeting of the Board as soon as details are finalized.

The Fedoruk Centre is pleased to be a partner on this initiative. We believe that CISIP has the potential to deliver very beneficial impacts related to an improved understanding of the social, policy and public engagement implications related to the development of nuclear and other complex technologies.

Kind regards,

A handwritten signature in blue ink, appearing to read 'Neil Alexander', is written over a light blue horizontal line.

Neil Alexander
Executive Director

Neil Alexander
Executive Director
Phone: (306) 966-3376
neil.alexander@fedorukcentre.ca
www.fedorukcentre.ca

October 29, 2015

Dr. Peter Phillips
Distinguished Professor and Graduate Chair
Johnson-Shoyama Graduate School of Public Policy
University of Saskatchewan

Dear Peter:

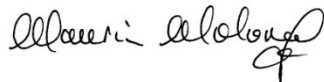
The Global Institute for Food Security (GIFS) is pleased that the Johnson-Shoyama Graduate School of Public Policy (JSGS) is working to consolidate all of the School's research activities in the science, technology, and innovation space under the proposed Canadian Institute for Science and Innovation Policy (CISIP).

I am pleased to confirm that GIFS and JSGS, through the CISIP, are in the process of developing a long-term strategic partnership that involves the following components:

1. An MOU signed in 2014 that laid the groundwork for a partnership between the JSGS and GIFS.
2. A motion taken in June 2015 by GIFS Board of Directors to invest up to \$100,000/year for the next three years in joint programming.
3. Peter Phillips, incoming Director of CISIP, was a co-applicant and now lead of theme 4 of the CFREF on *Designing Crops for Global Food Security*, a successful \$37.2 million grant. The JSGS and CISIP will work with GIFS to coordinate and manage the work plan and will undertake much of the work for theme 4, with an approved budget of \$3.6 million over seven years.
4. JSGS, through CISIP and Dr. Phillips, is an active partner in other research competitions involving GIFS, including the apomixis research program led by Dr. Tim Sharbel, GIFS Research Chair in Seed Biology, and the CERC competition for Food Systems and Security.

We look forward to the creation of CISIP and see it as an important institutional innovation to assist us to remain competitive in national and international large-scale science competitions.

Yours truly,



Maurice Moloney
Executive Director and CEO

MMM/alm

From: Baxter-Jones, Adam
Sent: August 21, 2015 3:47 PM
To: Schmeiser, Peggy; Lukey, Heather
Cc: Reid, Beatrice; Phillips, Peter
Subject: RE: Meeting regarding potential GSFs and GRFs for a new research institute at GSPP

Dear Peggy, I am happy to say that CGSR would be willing to support 2 GSF's for a 5 year period starting 2015/16. Heather will be in contact to assist in the awarding of the GSF.

Sincerely

Adam

Adam Baxter-Jones, Ph.D.
Interim Dean of Graduate Studies and Research and Professor Kinesiology
College of Graduate Studies and Research Telephone: (306) 966-5759
University of Saskatchewan, Facsimile: (306) 966-5756
105 Administration Place,
Saskatoon, SK, S7N 5A2, Canada e-mail: baxter.jones@usask.ca

From: Schmeiser, Peggy
Sent: Tuesday, July 21, 2015 3:45 PM
To: Baxter-Jones, Adam <baxter.jones@usask.ca>; Lukey, Heather <heather.lukey@usask.ca>
Cc: Reid, Beatrice <beatrice.reid@usask.ca>; Phillips, Peter <peter.phillips@usask.ca>
Subject: Re: Meeting regarding potential GSFs and GRFs for a new research institute at GSPP

Hi Adam and Heather,

Thanks for our discussion back in May Adam regarding an application for GSFs for the new Canadian Institute on Science and Innovation Policy (CISIP) at the Johnson-Shoyama Graduate School of Public Policy (JSGS).

As discussed, we've developed the attached proposal for your and Heather's consideration of potentially 2-3 GSFs / year for the Institute. (We're anticipating CISIP to be approved and launched early this fall.)

We'd welcome any feedback or response you may have at this stage and would be pleased to provide any additional information you might need for your consideration of this request.

Thanks for your assistance and I hope you're enjoying a wonderful summer.

Best wishes, Peggy

*Peggy Schmeiser, PhD
Special Advisor, Office of the Vice-President Research
Policy Fellow, Johnson-Shoyama Graduate School of Public Policy
University of Saskatchewan
Telephone: (306) 966-3266
Cell: (306) 371-2272
E-mail: peggy.schmeiser@usask.ca*

Appendix III
Sample List of Potential Advisory Board Members

Neil Alexander - Executive Director, Sylvia Fedoruk Canadian Centre for Nuclear Innovation

Ron Doering – Gowlings and Co; first President, CFIA; Law and public policy/admin; Aboriginal, environmental, food/ag law, policy and regulation

Edna Einsiedel – Professor, Communication Studies, University of Calgary

Tim Gitzel - CEO Cameco

Janet Halliwell - extensive senior leadership positions in federal science policy and publishing; Member of Canadian Science Policy Board of Directors; involved in founding of NSERC, CFI, CIHR, CRCs, etc.

Ken Knox - Chair of the Canadian Science, Technology and Innovation Council (STIC); former Ontario Deputy Minister of Agriculture and Deputy Minister of Energy, Science and Technology. He has extensive experience leading Canadian science, technology and innovation organizations including the Ontario Research and Development Challenge Fund, Ontario Genomics Institute and the Innovation Institute of Ontario

Brenda LePage - ADM, Western Economic Diversification, SK Region

Kevin Lynch - former Clerk, Privy Council; vice chairman of BMO Financial

Doug Moen - Deputy Premier to the Premier of Saskatchewan

Maurice Moloney, Executive Director, GIFS

Penny Park, Science Media Centre of Canada

Gilles Patry - President and CEO, Canada Foundation for Innovation

Jacquelyn Scott – Member of STIC, former President of Cape Breton University, former CANARIE Board Chair

Greg Traxler - prior Senior Program Officer at Gates Foundation and research economist at CIMMYT ; Professor of Ag Economics and Policy, WSU

Esther Turnhout University of Wageningen – Professor: Political theory, public policy - science, technology and environmental politics

Coleen Volk - Deputy Secretary to the Federal Cabinet, U of S Champion in Ottawa

Appendix V CISIP Business Plan 2015-2019

Expenditures		Expenditure by year					Sources of funds						
		2015-16 (Nov- Apr)	2016-17	2017-18	2018-19	Total	JSGS- USask	JSGS- URegina	External Partners		U of S OVPR Facilitator program	USask Central	URegina
Governance/Operations													
*	Director - Admin Salary Stipend	2,500	5,000	5,000	2,500	15,000	7,500	7,500				0	
*	Strategic Administrator	67,188	135,719	137,076	69,223	409,206						409,206	
*	Other Travel and consumables	6,250	12,500	12,500	6,250	37,500						37,500	0
*	Advisory Committee (meetings)	5,000	10,000	10,000	5,000	30,000						30,000	0
	Administrative, communications and accounting support	15,000	30,600	31,212	31,836	108,648	54,324	54,324					
Outreach													
*	Robertson Science and Public Policy Lecture	5,000	5,000	5,000	5,000	20,000			Robertson Trust UofR	20,000			
	Other Outreach Activities		5,000	5,000		10,000			Toop Fund UofS	10,000			
*	Fedoruk Themed Events (symposiums)	20,000	30,000	30,000		80,000			Fedoruk	80,000			
Research Facilitation													
*	Research Facilitator - Uof S, 1 FTE (ASPA SP2)*	42,778	87,266	89,011	90,792	309,847	4,923		\$120K Fedoruk \$30K GIFS	150,000	154,923		
*	Research Officer - Uof R, 1 FTE *	42,778	87,266	89,011	90,792	309,847		9,847					300,000
	Graduate Students Services--JSGS USask	5,000	5,000	5,000	5,000	20,000	20,000						
	Graduate Student Services--JSGS URegina	6,000	6,000	6,000	6,000	24,000		24,000					

Appendix V CISIP Business Plan 2015-2019

	Graduate Student Services-- CGSR USask	5,400	10,800	10,800	5,400	32,400			Usask CGSR GSFs	32,400			
Research Grants & Contracts													
	Faculty/Fullbright Chair	25,000				25,000	25,000						
**	CISCO Research Chair in Big Data (33% of \$300K/year)	50,000	100,000	100,000	100,000	350,000		350,000	Cisco endowment				
**	CRC (Tier 1) in Energy Policy (100% of \$200K/year)	100,000	200,000	200,000	200,000	700,000		700,000	CRC Program				
**	Robertson Scholars	55,000	55,000	55,000	55,000	220,000			Robertson Endowment	220,000			
**	Fedoruk Strategic Alliance on Energy Policy	540,000	630,000	630,000		1,800,000			Fedoruk \$2M over 3 yrs less project symposium \$80K less research facilitator \$120K	1,800,000			
**	GIFS Strategic Alliance on Food Security	90,000	90,000	90,000		270,000			GIFS \$300K over 3 yrs less research facilitator \$30K	270,000			
	Genome Canada - Agile Project	50,000	80,000	55,000	30,000	215,000	55000		Genome Canada	160,000			
	Genome Canada - My VAX Project	82,000	177,000	179,000	52,000	490,000			Genome Canada	490,000			
**	CFREF- Designing Crops for Food Security	200,000	500,000	700,000	800,000	2,200,000			CFREF	2,200,000			
	SSHRC Partnership Grant on Creating Digital Opportunity	27,000	54,000	54,000	0	135,000			SSHRC	135,000			

Total Allocations and Contributions: \$8,161,447 as follows:

U of R allocations and contributions: \$1,815,671

JSGS \$1,145,671

Robertson Trust \$20,000

U of R Central \$300,000

U of S allocations and contributions: \$840,776

JSGS \$166,747

Toop Fund \$10,000

CGSR \$32,400

OVPR Facilitator Program \$154,923

USask Central: \$476,706

Contributions from other sources: \$5,505,000

COMMITTEE NAME
REPORT TO EXECUTIVE OF COUNCIL

Discussion Item

Subject: Proposed Changes with Centre for Teaching and Learning

Background and Description:

Several iterations of teaching and learning resources and centres have existed at the University of Regina, each with varying degrees of success and access by and for those engaged in academic teaching. The current model envisions changes reflective of trends across North America to stabilize these centres and leverage the in-house expertise that exists across campuses, and most especially within faculties of Education.

The attached draft vision paper outlines the services, supports, and resources envisioned for the Centre, as well as a shift in the governance and reporting structures planned for a newly minted Centre in support of teaching and learning.

Date: 01-March-2016

Prepared By: Dena McMartin

On Behalf of: Dean of Education, University Librarian, and CTL Faculty Associate

Centre for Teaching and Learning Innovation: Visioning Paper

Alternative titles: Centre for Innovative Teaching and Learning
 Centre for Innovative Teaching
 Centre for Educational Innovation
 Centre for Teaching Innovation
 Centre for Teaching Support and Innovation
 Centre for Teaching and Learning Excellence

The CTL is undergoing a transformation in how it is governed and structured, resourced, and defined in terms of opportunities and responsibilities. The current structure includes activities that may be better situated in alternative units of the University and yet more that deserve increased support, strategic direction, and engagement.

Both the University of Regina Strategic Plan, *peyak aski kikawinaw*, and the Strategic Plan for Teaching and Learning identify student success and teaching excellence as essential pillars of our academic mission. As noted in *peyak aski kikawinaw*, student success can be achieved, in part, by supporting faculty and staff to create “a vibrant, challenging and stimulating learning environment...” leading to “strengthen(ing) the quality and impact of teaching and learning for all students”. The Strategic Plan for Teaching and Learning goes on to recognize that teaching and learning vary across the Faculties and disciplines, requiring a multidisciplinary and collaborative approach to supporting teaching and learning advancements, activities, and scholarship.

Through this paper, a new governance model for the CTL is proposed alongside statements toward enhanced collaboration across the University of Regina. As the University strives to fulfill the vision of *peyak aski kikawinaw*, the new Centre will be a place not only for accessing resources to support teaching and learning, but also a place to recognize and celebrate the scholarship of teaching and learning on our campus. Collaboration and accessibility agreements between the University of Saskatchewan and University of Regina are in place to ensure that UofR faculty located in Saskatoon (Nursing and Social Work) and UofS faculty located in Regina (Nursing) have full access to teaching and learning resources in the city where they work. The new Centre is responsible for maintaining and strengthening those relationships and forging new collaborations that support teaching and learning across the University of Regina.

Objectives

The key objective of the exercise is to create a new structure for the CTL to effectively deliver teaching and learning programs and services to the University of Regina. In addition to the traditional services and programs, the Centre will demonstrate the best practices of teaching and learning that have been done, that can be done, and that will be done at the University of Regina. The Centre requires a leader who can devote her/his energy to teaching and learning as well as leading the Centre. The transformation will bring continuity, diversity, innovation, and sustainability to the Centre as well as aligning its activities to the goals of *peyak aski kikawinaw*.

Shared Responsibilities

The leadership team will be chaired by the Dean, Faculty of Education with membership including the AVP (Academic and Research), a member of Deans' Council (on rotating 2-year terms), and the University Librarian (or designate) to reinforce programming and supports to achieve the objectives of the Centre.

The leadership team is responsible for appointing the Lead (and potentially a Vice-Lead) for the Centre.

The Dean, Faculty of Education is responsible for the Centre's budget and the annual performance review of the Lead (and Vice-Lead, in collaboration with the Dean/Director of the Vice-Lead's academic home).

The Dean, Faculty of Education and Centre leadership team shall be responsible for:

- Recruiting and appointing a Lead (and Vice-Lead) for the Centre to terms of not more than 3 years
- Overseeing the Lead's (and Vice-Lead's) annual objectives and directing her/his responsibilities for day-to-day operations, management, and coordination of Centre activities, programs, record keeping, communications, marketing, etc.
 - o It is understood that the Lead (and Vice-Lead) may be recruited from any of the University's Faculties and Schools
- Ensuring overlap of Lead (and Vice-Lead) personnel to support continuity of operations
- Ensuring that the Lead (and Vice-Lead) serves no more than 2 consecutive terms in that role
- Maintaining direct liaison and resource activities with the Library (i.e., a Librarian will be assigned as a liaison to the Centre)

For the foreseeable future (and as long as reasonably appropriate), the Library will continue to:

- Provide a centralized location for the personnel and programming of the Centre
 - o Provide space and facilities for the Lead (and Vice-Lead), graduate students, and others appointed or seconded to the Centre
 - o Provide space and facilities for all programs and workshops related to teaching and learning on campus (regardless of host unit)

Scope of Work

Understanding that several units at the University of Regina provide support (financial, structural, and intellectual) to the enhancement and innovation of teaching, it is important to recognize these units and better clarify the responsibilities of and opportunities for each.

Centre for Teaching and Learning

- Pedagogy (Andragogy) in Higher Education
- Theory and Application: Scholarship of Teaching and Learning
- Flagship Programs
 - o President's Teaching and Learning Scholars program
 - o Summer Teaching Institute (2 day event; annually on the last Wed/Thurs of August)

- New Faculty Teaching Workshop
- UR Graduate Student Teaching Development Program
- TD Days for TAs
- Joint PD Day with Saskatchewan high school teachers and university instructors
- Sessionals' Day
- Faculty Learning Communities (cohorts of faculty to support scholarly teaching; see <http://citl.indiana.edu/programs/flc/index.php>)
- Workshops focused on:
 - Indigenizing the Classroom
 - Reconciliation Education / Truth and Reconciliation Commission calls to action
 - Hybrid and Flipped Classroom Design (in collaboration with CCE)
 - Assessments and Evaluation
 - Copyright and the Classroom
 - Teaching for Cultural Inclusivity
 - Teaching with Digital Technologies
 - Developing a Teaching Dossier
 - Student Engagement
 - Large Classroom Strategies
 - Academic Integrity
- Teaching Awards (Resources, marketing, adjudication, and recognition ceremony)
- President's Teaching and Learning Scholars program (establishing themes and setting criteria)
- Professional development programs for visiting scholars (such as Tec de Monterrey, Anhui University, Chizhou University)

Centre for Continuing Education

- Design and Creation of Online Courses and Content
- Financial and Expert Support in Creation and Delivery of Online Courses
- Train faculty to develop effective online courses

Information Services, Technology Learning Centre

- UR Courses Supports and Management
- Training for use and full leveraging of institutional instructional technologies (both software and hardware)

Opportunities for Collaboration

Space & Facilities

All teaching and learning related seminars, workshops, and events will take place in the Centre, located in facilities either on the Library's main floor or LY 610 in an effort to create a consistent and recognizable one-stop location for all activities and supports related to teaching and learning. Adjacent computer lab facilities will be made available for those seminars, workshops, and drop-in sessions that require computer access.

Administrative Supports

Under a better coordinated, shared structure it may be possible to identify personnel and administrative supports to enhance planning, marketing, recognition and events coordination, meeting scheduling, facilities maintenance and updates, etc. A part-time CUPE staff member may be required to sustain and grow operations for the Centre.

Technology Supports

Centre events and workshops regularly take place in LY 610, the adjacent computer lab, and the Regina/Wascana rooms. Most video recording and archiving activities are co-ordinated by Library staff who also provide computer support, website update, and set up for workshops. The funding and staffing of these activities (including the potential for a new technical clerical position) are under consideration.

Faculty Associates and Collaborators

There are opportunities to better engage and extend the reach of engagement for faculty members wishing to become involved with the programs and workshops of the Centre. This may include leveraging the President's Teaching and Learning Scholars (PTLS) recipients as a condition of receiving funding (beyond the PTLs Showcase), with a similar expectation for those receiving Centre Teaching Awards, for instance. Within a shared resourcing model, it may be further possible to hire part-time resource personnel who can put into effect the vision of the co-Faculty Associates.

Graduate Teaching Fellowships and Other FGSR Funding/Scholarships

All graduate students (as appropriate with reference to CUPE 2419 agreement) who are recipients of internal funding administered by the FGSR will be required, as a condition of employment, to complete a graduate teaching program.

Graduate Student Teaching and Learning Scholarships

Graduate student funding will be used to offer teaching and learning scholarships to conduct education research that aligns with the University of Regina's strategic goals in the area of student success and research impact.

Budget Requirements

Item	Current Model	Proposed Model I	Model I Budget	Proposed Model II	Model II Budget
Teaching Leads (formerly Faculty Associate)	<ul style="list-style-type: none"> - 3 Sessional III course stipends paid by Library to Science - Annual budget of \$63,000 	<ul style="list-style-type: none"> - Lead (term appointment equivalent to 80% of salary & benefits) <ul style="list-style-type: none"> o Within this model, the Dean, Faculty of Education will be primarily responsible for the annual performance review of the Lead (letters of agreement in respect of workload and annual review changes will be negotiated per University policy and the appropriate Collective Agreement) - Vice-Lead (50% of salary & benefits) <ul style="list-style-type: none"> o Within this model, the Dean or Director of the member's home Faculty or Unit will share responsibility with the Dean, Faculty of Education for the annual performance review of the Vice-Lead (letters of agreement in respect of workload and annual review changes will be negotiated per University policy and the appropriate Collective Agreement) 	<p>\$105,000</p> <p>\$50,000</p>	<ul style="list-style-type: none"> - Lead (term appointment equivalent to 80% of salary & benefits) <ul style="list-style-type: none"> o Within this model, the Dean, Faculty of Education will be primarily responsible for the annual performance review of the Lead (letters of agreement in respect of workload and annual review changes will be negotiated per University policy and the appropriate Collective Agreement) 	\$105,000
Graduate Student Scholar	<ul style="list-style-type: none"> - Annual budget of \$12,610 	<ul style="list-style-type: none"> - Annual budget of \$12,600 	\$12,610	<ul style="list-style-type: none"> - Annual budget of \$12,600 	\$12,610
GSS Researcher	<ul style="list-style-type: none"> - n/a currently 	<ul style="list-style-type: none"> - Requires allocation from FGSR 	\$7,000	<ul style="list-style-type: none"> - Requires allocation from FGSR 	\$7,000
CTL Fellows	<ul style="list-style-type: none"> - 1 Sessional III course stipends to home Faculty - paid by Library to ESL & Arts 	<ul style="list-style-type: none"> - n/a 	\$0	<ul style="list-style-type: none"> - n/a 	\$0
APT 5 Position	<ul style="list-style-type: none"> - CAT002 currently vacant - Base budget is \$65,938 	<ul style="list-style-type: none"> - PT Program coordinator <ul style="list-style-type: none"> o Plan, host, deliver workshops o Maintain programs and online resources o Responsible for marketing 	\$50,000	<ul style="list-style-type: none"> - PT Program coordinator <ul style="list-style-type: none"> o Plan, host, deliver workshops o Maintain programs and online resources o Responsible for marketing 	\$50,000
General Admin	<ul style="list-style-type: none"> - Library Administrator oversees HR and budget 	<ul style="list-style-type: none"> - Faculty of Education Administrator assumes these responsibilities 	\$0	<ul style="list-style-type: none"> - Faculty of Education Administrator assumes these responsibilities 	\$0
Admin Assistant	<ul style="list-style-type: none"> - CUPE staff in Library 	<ul style="list-style-type: none"> - FT Administrative and Technical support position (CUPE 4) 	\$50,000	<ul style="list-style-type: none"> - PT Administrative and Technical support position (CUPE 4) 	\$30,000
Part-Time Resource	<ul style="list-style-type: none"> - 0.5 FTE - \$45,230 salary - \$7689 benefits - paid by Library 	<ul style="list-style-type: none"> - replaced with Liaison Librarian assignment 	\$0	<ul style="list-style-type: none"> - replaced with Liaison Librarian assignment 	\$0

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Item	Current Model	Proposed Model I	Model I Budget	Proposed Model II	Model II Budget
PTLS Scholars	<ul style="list-style-type: none"> - Annual budget of \$20,000 - Paid by President's Office 	<ul style="list-style-type: none"> - Annual budget of \$20,000 - Paid by President's Office - Acceptance of PTLS Conveys Agreement to Contribute <ul style="list-style-type: none"> o With permission of dean: <ul style="list-style-type: none"> ▪ No direct budgetary expense ▪ Requires shift in performance review criteria for duration of appointment (changed scholarly contributions and achievements) 	\$20,000	<ul style="list-style-type: none"> - Annual budget of \$20,000 - Paid by President's Office - Acceptance of PTLS Conveys Agreement to Contribute <ul style="list-style-type: none"> o With permission of dean: <ul style="list-style-type: none"> ▪ No direct budgetary expense ▪ Requires shift in performance review criteria for duration of appointment (changed scholarly contributions and achievements) 	\$20,000
Instructional Technologies	<ul style="list-style-type: none"> - APT 7 position - Paid as part of CTL budget \$90,929 base budget plus \$15,927 benefits* 	<ul style="list-style-type: none"> - APT 7 position - Potentially moved (with budget intact) to Information Services <ul style="list-style-type: none"> o To permit improved collegial environment (situated with other IT experts) o To enhance back-up and covering of duties o With recognition of accessibility to and for CTL and CCE activities and programming 	\$0	<ul style="list-style-type: none"> - APT 7 position - Potentially moved (with budget intact) to Information Services <ul style="list-style-type: none"> o To permit improved collegial environment (situated with other IT experts) o To enhance back-up and covering of duties o With recognition of accessibility to and for CTL and CCE activities and programming 	\$0
Discretionary Budget (program support)	<ul style="list-style-type: none"> - Annual budget of \$13,335 	<ul style="list-style-type: none"> - Annual budget of \$13,335 	\$13,335	<ul style="list-style-type: none"> - Annual budget of \$13,335 	\$13,335
Awards	<ul style="list-style-type: none"> - Annual budget of \$11,000 	<ul style="list-style-type: none"> - Annual budget of \$11,000 	\$11,000	<ul style="list-style-type: none"> - Annual budget of \$11,000 	\$11,000
	Current budget: \$345,658	MODEL I BUDGET^y (increased funding scenario)	\$318,945	MODEL II BUDGET[†] (essentially status quo)	\$248,945

**Current budget* includes \$106,856 salary and benefits for CAT015; under proposed structure, this budget line would be moved along with the position

^y**Model I Budget:** increase of approximately \$80,143 over *Current budget*

[†]**Model II Budget:** *Current budget* minus CAT015 position (ideally transferred to IS) = \$238,802