NEWSLETTER

SIPP
The Saskatchewan Institute of Public Policy

Number 5

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Hear our Voices... The Saskatchewan Institute of Public Policy helps bring an historic symposium on Aboriginal Feminism to Regina.

Fifteen participants and ten local facilitators and observers met for the first-ever formal gathering of Aboriginal feminists August 20, 21 and 22 for the Aboriginal Feminism Symposium. The symposium was co-ordinated by Dr. Joyce Green for the Kitchen Table Collective (a Regina-based feminist affinity group), in collaboration with SIPP and with support from Status of Women Canada, the University of Regina, and the Saskatchewan Department of Justice. Dr. Green is also this year's University of Regina SIPP Senior Fellow.

The event was an overwelming success and a starting point for future gatherings and discussions on the policy, legislative, theoretical, political and social issues affecting Aboriginal feminists across Canada.

The symposium began with an evening soirée in the SIPP Window Room, and continued in the 5th floor boardroom of the Ad.Hum. Building at the University of Regina. Participants came from Yukon, Nunavut, B.C., Alberta, and Saskatchewan (one woman is an ex-pat New Brunswicker living in B.C.)

The symposium was closed to the public, to provide a safe space for the women to explore issues and experiences related to feminist analysis, theorizing, and activism. Most of the women have been subjected to hostility and harassment in the past for using explicitly feminist analyses. Participants delivered 15 minute presentations on selected topics, and joined in group discussion in two roundtables. The result was a dynamic set of conversations, useful networking, interesting presentations, and a consensus that this should be the first of a series of similar gatherings in the future. The women are also interested in creating an interactive website for virtual discussion and networking. Diversity was the order of the day, with a range of identity statuses (Indian, Inuit, Métis and hybrid identities), ages (30 to 67), experience (student to professor; activists and recovering activists; artist to lawyer to bureaucrat), employed and unemployed.

Banquet entertainment was provided by Métisse musician Sandy Scofield. All in attendence were impressed with the talents of this performer.

Noted artist, poet, feminist activist and elder Shirley Bear opened and closed the symposium with prayer. Greetings were brought by Status of Women Canada representative Dena Klashinsky, herself an Aboriginal woman; by U of R Faculty of Arts Dean Robin Fisher; by Saskatchewan Indian Federated College Academic Dean Jo-Ann Episkenew; by Kitchen Table Collective representative Carmen Gill, and by SIPP Director Raymond Blake.

Symposium presenters are now in the process of transforming their presentations into draft chapters for the anticipated collection to be edited by Dr. Green during her tenure at SIPP. Draft chapters include Kelly Macdonald, *Our Children Are Our Future? Self-Government and Treaty Negotiations in B.C.;* Fay Blaney, *Riding a Progressive Aboriginal Feminist Buoy: Teaching in Misogynist, Capitalist and Neo-Colonial Spaces;* Verna St. Denis, *Aboriginal Identity Politics: Rethinking Difference, Feminism and Inequality*; Madeleine Qumuatuq, *Violence Against Women in Nunavut*; and, Anne Bayne, *Hearing our Voices: Kaska Dene Women and the Constitution.* The roundtable discussions will also be synthesized into chapters.

Shirley Green and Shirley Bear take advantage of a break during the Aboriginal Feminism Symposium.

UNIVERSITY OF REGINA

Director's Notes

This issue of the SIPP Newsletter offers a new design and a new format. Although our first newsletter was published only in May 2000, it seemed an appropriate time to make some changes as we celebrate the first five years of SIPP.

It might also be an appropriate time to remind ourselves of some of our accomplishments over that period. We organized several conferences and collaborated in others: Saskatchewan Futures, Social Union Framework Agreement, Fiscal Federation, Urban Aboriginals, Rural Canada, Officers of Parliament, and Caring for Health. We initiated an Armchair Discussion Series, and a series of special lectures and policy seminars with an impressive list of speakers at SIPP including John Meisel, Jocelyn Bourgon, Roger Gibbins, Robin Boadway, John Courtney, Roy Romanow, Caroline Andrew and many others.

We launched the SIPP Public Policy Papers now at No. 12 and counting, with commentaries and research reports on a variety of issues including value for education in Saskatchewan, fiscal imbalances, funding of the arts, abuse in rural communities, and public-private partnerships. We published our first book this year, in partnership with the Canadian Plains Research Centre. We created the President's Leadership Program for undergraduate students at the University of Regina. We have undertaken research on a variety of subjects: genetically modified foods, public-private partnership, Aboriginals in the justice system, health policy, productivity, voluntary sector, and rural Canada.

We have also worked with a number of other institutes and organizations throughout Canada, including The Institute for Research on Public Policy, The Council for Canadian Unity, The Centre for Research and Information on Canada, Canada West Foundation, C.D. Howe Institute, MATCH, University of Saskatchewan and Social Policy Research Unit at the University of Regina. We also established two senior policy fellowships, one from the University of Regina and the other from the Government of Saskatchewan.

In all of this, SIPP has had the opportunity to work with some of Canada's leading scholars and most influential policy researchers. However, our accomplishments would not have been possible without the hard work and dedication of all those who have worked at SIPP, those who have served so well on the SIPP Board, and those many friends and supporters at the University of Regina and in the Government of Saskatchewan.

This year, we plan to build on our accomplishments and continue to strengthen the programs already in place. We will announce our first SIPP Research Associates and welcome our first members to SIPP. We have plans for a new publication series and will publish our second volume of essays with CPRC. With the appointment of Professor Beth Bilson from the Faculty of Law at the University of Saskatchewan, we will establish even closer ties with researchers at that University. And, of course, we will continue to strengthen and broaden our research agenda.

On behalf of all of us at SIPP I say thanks to all who have helped us over the past few years and we all look forward to working with you in the future as we continue to build.

Inside this issue:

Hear our Voices..... 1
Director's Notes..... 2
Upcoming Events, Research in the Works, and Make a Note.. 3
Constantly Evolving with SIPP Initiatives..... 4
The Scholar Series - Expert Material, No Tuition..... 4
Value-for-Money in K-12 Education Revisited..... 5
SIPP Membership - What's in it for you? What's in it for SIPP? 6
Information, Communication, and Technology Literacy..... 7
Good Morning, Saskatchewan Institute of Public Policy..... 8

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Upcoming Events

The Armchair Discussion Series

The fall sessions of this successful series are booked and set to stimulate the senses. With speakers from government and academia, SIPP has something for everyone.

September 25: John Whyte will speak on Social Policy and Social Inclusion: Programs and Development.

October 16: Jim Randall will address the issue of Research Partnerships Between Universities and Communities: A Question of Trust?

November 20: Debbie Wilkie will discuss Communication and Marketing from a Government Perspective.

Armchair Discussions take place from 10:30 to noon and space is limited to 25 registrants. Please call ahead and book your seat. Speakers for the Winter session will be announced later this fall and detailed on the SIPP website.

LeadersTalk! 2002

Following the success of LeadersTalk! 2000, this year's event will give our "seated political party leaders" a forum to address an issue of our choice. This year, our topic is *The Changing Role of Government*. Audience members will be given the opportunity to ask questions, so please join us and have your questions ready.

October 28: David Karwacki, Leader of the Liberal Party

October 30: Elwin Hermanson, Leader of the Saskatchewan Party

November 4: Lorne Calvert, Premier and Leader of the NDP

This event will bring each leader to the University of Regina from 12:10 to 12:50 p.m., allowing for a 20-minute presentation, followed by a 15-minute question and answer period. LeadersTalk! 2002 will be held in the newly renovated Ad. Hum. boardroom, on the main campus.

President's Leadership Program

The intent of the President's Leadership Program is to motivate students to pursue meaningful involvement in their community, workplace and family and to encourage our university students in the direction of public policy. This year's program will take place in the winter semester and SIPP will begin planning and registration later in the fall. Visit our website for full information. *Note: Future university graduates - participation in this type of event looks great on a résumé.*

Saskatchewan Budget Panel

Assuming the province will follow tradition and deliver a March budget, SIPP will follow tradition as well and gather key economists to evaluate the province's financial plan. This event is tentatively planned for late March or early April, 2003.

Research in the Works

Rethinking Productivity

The summer months were used by the *Rethinking Productivity* team to research three separate projects. Craig Greenham (M.A. student/UofR) was hired as a full-time Research Assistant, working under the supervision of Dr. Robert Wardhaugh. Mr. Greenham spent four months working in the archives of the Regina *Leader-Post* and the Saskatoon *Star-Phoenix*. This research will be used in an upcoming paper, *Public Attitudes toward the 'Productivity' of Social Assistance recipients in Saskatchewan, 1970-2000*. In addition, Mr. Greenham prepared an extensive bibliography and began preliminary research for a second paper, *Productivity and Children's Literature in Canada.* Both papers will appear in the upcoming year.

Aside from supervising the Research Assistant, Dr. Wardhaugh undertook two trips to the National Archives in Ottawa to gather research material for a third paper, *Beginning to Count: the Canadian Government and the notion of 'Productivity'*. This paper will also be completed in the upcoming year.

A New Partner in SIPP Research

John Whyte, who joined the Institute on September 1st as a Senior Policy Fellow, will be doing research in the areas of constitutional politics and theory and social cohesion policy. During the coming academic year, he will be delivering a series of papers at Canadian universities on constitutional issues. With respect to social cohesion research, he will be drawing on his recent experience as Deputy Minister of Justice of Saskatchewan in assembling a group of scholars and policy and program practitioners to identify strategies for social development in Aboriginal communities, as well as mutually constructive structures of Aboriginal/non-Aboriginal relations.

Mr. Whyte believes that these two areas of enquiry are closely related in the sense that effective social cohesion rests on fully constituted principles of personal and group autonomy and of inter-societal relations. Mr. Whyte will also be teaching courses in the School of Human Justice and the Department of Political Science during 2002-03.

Make a Note

• The 2002-03 SIPP Board of Directors will be officially appointed during the next University of Regina Board of Governors meeting. We will post online the names and biographical notes of all our board members as soon as the appointments are official.

• The SIPP website is the place to go for all upcoming event, publication and research information. It also includes background details on the Institute, information on past events and all of our news releases. Take a few minutes to familiarize yourself with our website and you will stay on top of Institute activities.

www.uregina.ca/sipp

"In practical terms, we want to create new knowledge, develop new insights into existing knowledge, and then communicate this information in a user friendly way to our society."

Duane Adams,
Founding SIPP Director

Constantly Evolving with New SIPP Initiatives

It seems that Henry David Thoreau (1817 - 1862) was on the right track when he said "Success usually comes to those who are too busy to be looking for it." SIPP has been so busy growing over the last five years, this past summer was the ideal time to stop and take stock of our accomplishments.

SIPP has established a reputation for offering events and publications that are interesting and informative. Our attitude towards success cannot be defined in a single formula, but is based on continuous hard work and the generation of new ideas. With that in mind, the Institute will be offering a number of new initiatives during the 2002-03 academic year.

SIPP Membership will enable us to better organize and administer our programs and create associations with individuals and organizations that share similar goals. This initiative is the next logical step for a growing institute and is discussed in detail on page 6 of this newsletter.

The Institute anticipates the development of many new relationships this year, and will actively pursue association with several key individuals and groups. We must continually investigate methods of having our message heard and accepted. Targeting specific groups, SIPP will plan informal gatherings during which we will present and distribute an informational package. This is the first step in fostering new relationships, and possibly memberships, with key groups within our community and will give SIPP the opportunity to identify shared strengths and goals.

In an effort to stimulate relationships between key research institutes, SIPP will create a publications exchange arrangement. At its core, this is a simple way to ensure the Institute receives current public policy literature. On a larger scale, these types of arrangements often lead to partnerships in events such as conferences and seminars. It is necessary to be proactive within the research community to remain informed of public policy issues and key players.

These are only a few of the ideas and actions we hope to implement this year. As with most young institutes, funding and human resources are a factor in all activities; however, SIPP staff continually looks to the future with creative vision. In our opinion, it is desirable to work within an organization that has too many ideas rather than too few.

The Scholar Series - Expert Material, No Tuition

In September 2002, SIPP will release three publications of a new series called **The Scholar Series**. Future publications will be released one per semester; however, the Institute is fortunate to have three papers available to commence this new series.

The release of Dr. Howard Leeson's paper is well timed with the first anniversary of the infamous events of September 11th. In *Canadian Foreign Policy and the Events of September 11: A Dramatic Turn*, Dr. Leeson details why the events of that fateful Tuesday should cause policy makers to review the role Canada plays in the development and application of foreign policy.

In *Royal Commissions and the Policy Cycle in Canada: The Case of Health Care*, Dr. Gregory Marchildon argues that the most useful approach to an independent royal commission would be based on the best research and policy analysis available, with an honest dialogue with the Canadian public to compliment such analysis. However, in the end, government decides to honour or ignore the recommendations of a royal commission.

In *Public Funding of Artistic Creation: Some Hard Questions*, Dr. Michael Rushton considers, from an economic perspective, the nature of activities associated with the arts; examining in particular the social benefits and costs to which these activities give rise.

In launching **The Scholar Series**, Dr. Raymond Blake, SIPP's Director, expressed the hope that it would contribute to the Institute's goal of encouraging the debate on public policy issues. "These publications reflect SIPP's commitment to undertake research and promote policy issues that are important to the people of Saskatchewan," Blake said.

The University of Regina and the Government of Saskatchewan Senior Fellows are selected each year for their contributions to public policy scholarship and practice. The fellowships permit them to spend a year at the Institute pursuing research on some aspect of public policy in which they are particularly interested. At the conclusion of their appointment, they are invited to offer a public lecture setting forth their principal findings. It is these lectures that are published annually in **The Scholar Series**.

2002-03 SIPP Senior Fellows:

E. Lynn Oliver, Government of Saskatchewan Senior Fellow
Area of Expertise: Information literacy, the digital divide and e-governance.

Joyce Green, University of Regina Senior Fellow
Areas of Expertise: Canadian politics, Aboriginal decolonisation in Canada and feminist theory

Value-for-Money in K-12 Education Revisited

John Allan, SIPP Senior Policy Fellow

This spring, the Institute published a public-policy paper on value-for-money in Saskatchewan K–12 education.[1] To our surprise, this paper attracted a considerable amount of attention, both in the media and in educational circles. The principle conclusion advanced in the paper was that Saskatchewan students were faring rather badly in the results obtained in standardised tests, most particularly in tests of mathematical and technological literacy, but also in reading and writing literacy, especially at higher competency levels.

In support of this contention, results were cited from the 1996–99 Council of Ministers of Education Scholastic Achievement Program (the "SAIP" results), and the province's own Provincial Learning Assessment Program (the "PLAP" results). Reference was also made to the OECD Program for International Student Assessment (the "PISA" results), in which the results for Saskatchewan students exceeded the averages for participating countries, but trailed those for Canada.

Quite fortuitously, the release of the paper coincided with the release of the SAIP Mathematics III (2001) results, an event that served to focus public attention once more on the issue of standardised testing. Unfortunately, these latest results again confirmed that Saskatchewan students were failing, by statistically significant margins, to achieve national standards of performance.[2]

What the paper held to be even more disturbing than the poor results is the fact that successive ministers of education have been unable to provide any satisfactory explanation for them. Clearly, a prerequisite to remediation is an understanding of the underlying causes, and this, unfortunately, has not been available.

This lacuna was attributed to the province's failure to collect the socio-economic data of the students tested (as is done, for example, in the OECD assessments) and, equally importantly, to its failure to utilise statistical samples sufficiently large to facilitate inter-divisional and inter-school comparisons.

Absent such information, the province is unable to determine the impact on provincial test-scores of, for example, the incidence of poverty among Aboriginal children, a group comprising one-third of the province's school-aged population and in which the poverty-rate is a nation-leading 53.1 per cent.[3] Poverty rates of this magnitude almost certainly have an impact on test-scores, but of what size? Unless the importance of such specific factors can be quantified, it is virtually impossible to prescribe an appropriate policy response.

What is necessary is the compilation of the socio-economic data respecting the students tested, and the use of statistical samples sufficiently large to sustain comparisons between units that differ in respect of educationally significant variables. Without such data, it is virtually impossible to identify the causes of outcomes that are clearly unsatisfactory. The paper therefore concluded that, absent a more comprehensive testing regime, the province simply does not have the information necessary to address a problem that threatens our economic competitiveness and our social prospects.

Fortunately, there is now some evidence that the problem is both recognised and beginning to be addressed.[4] Saskatchewan Learning has initiated a pilot project in which the PLAP 2001 Mathematics Assessment was re-administered to students in nine north and northwestern school divisions, and the results achieved are being subjected to detailed analysis.

All the students in Grades 5, 8 and 11 in all the schools were included in the tests, and the results are being compiled on an individual, school and divisional basis, and being made available to each of the participating schools and divisions. This permits meaningful assessments and comparisons of the performance of individual students, schools and divisions, processes that are clearly essential if action plans are to be formulated to address evident problems.

Unfortunately, the project does not include the compilation of the socio-economic data of the participating students, an omission that will preclude the quantification of the importance of systemic factors that influence educational outcomes. Despite this significant omission,[5] this initiative by Saskatchewan Learning will be welcomed by all those concerned about the quality of education provided the children of the province and the value-for-money provided by our educational expenditures.

References:

[1] See John R. Allan, *Value-for-Money in Saskatchewan K–12 Educational Expenditures*, SIPP Public-Policy Paper No.10 (Regina: Saskatchewan Institute of Public Policy, 2002). The paper is available at: www.uregina.ca/sipp/publications.htm.

[2] See Council of Ministers of Education, *SAIP Mathematics III Assessment 2001: The Public Report*, pp. 47-50.

[3] National Council of welfare. *Poverty Profile* 1998.

[4] I am indebted to David Anderson, Director, Assessments and Evaluation Unit, Saskatchewan Learning, for information on the pilot project.

[5] It is interesting to note that Quebec—a province that consistently scores very well in comparative standardised tests—compiles the socio-economic data of the students tested, and makes these data available to participating schools and divisions.

Membership at SIPP - What's in it for you, What's in it for SIPP?

For anyone interested in the debate, discussion and application of public policy, SIPP invites you to join our mission and become a member. The Institute seeks to advance public policy by undertaking and disseminating timely research on social, economic, fiscal, environmental and public administrative issues of significance and concern to the people of Saskatchewan and to Canadians generally.

SIPP membership will offer excellent opportunities for networking, as our events bring together an influential group of public policy thinkers and workers. Further, new partnerships could provide the forum for publications and events which profile the shared goals of both members and the Institute.

Becoming a SIPP member is easy, and the Institute wishes to encourage association with those individuals or organizations that share SIPP's goals and aspirations. To this end, several categories of membership in the Institute are provided below.

1. Associates

This category of membership is intended for those with whom the Institute is collaborating in a substantive manner. Associates will be actively engaged in research and publication on matters of public policy. Where appropriate, associate status may also be granted to persons who are engaged in the development, implementation or administration of public policy by virtue of their roles in government, government agencies, the private sector, non-profit agencies, or community-based organizations.

Associate designation will be granted by SIPP's Director in consultation with the potential candidate. Typically initiated by the Director, Associate status may also be initiated by a letter of application from interested individuals. Associate appointment will be for one year, renewable by mutual agreement of the Director and the Associate. Associates would be encouraged to publish under the auspices of the Institute.

2. Student Associates

To foster an interest in public-policy issues on the part of students, the Director may designate certain students as "Student Associates." Such students would normally be enrolled in a policy-relevant field of study at a post-secondary institution, and be recommended for associate status by their department head or faculty dean, or by a SIPP fellow. Again, this designation will be for one year with an option for extension depending on recommendations. Student Associates would be invited to attend SIPP functions at zero or a reduced cost, depending upon the event.

3. Individual and Corporate Members

Individuals, corporations or other organizations that are supportive of SIPP's objective to improve the quality and understanding of public policy are welcome, on application, to become members of the Institute. Individual members will pay an annual membership fee of $25, and corporate members an annual fee of $500.

Associates and Students will receive the following benefits:

√ Newsletter;

√ SIPP public papers;

√ Possibility of using SIPP as a basis for conducting research; and,

√ Special rates for certain SIPP events.

Corporate members will receive the following benefits:

√ The waiving of any registration fee for one attendee at each SIPP function, and a 20 per cent discount for any additional attendees;

√ One free copy of each priced SIPP publication, and a 15 per cent discount on additional copies; and,

√ The SIPP Annual Report, Newsletters and prior notification of SIPP events and activities.

Individual members will receive the following benefits:

√ A 10 per cent discount on charges for SIPP events;

√ A 15 per cent discount on priced SIPP publications; and,

√ The SIPP Annual Report, Newsletters and prior notification of SIPP events and activities.

Now that you have decided to become a member, the next step is easy:

1. Visit our website, download the form and send it to:
Saskatchewan Institute of Public Policy Membership
University of Regina, College Avenue Campus
Gallery Building, 2nd Floor
Regina, Saskatchewan
S4S 0A2

2. Once we receive the completed form and payment, if necessary, you will receive a membership confirmation letter.

3. Enjoy the benefits that membership allows: attend our events, read our publications and become an active participant in the field of public policy.

Information, Communication, and Technology Literacy: Bridging the Digital Divide in Rural Saskatchewan

E. Lynn Oliver, Government of Saskatchewan Fellow

This research project will examine the meaning of "literacy" in an electronic era and the nature of the digital divide, which threatens to create an underclass of citizens without access to information and communications technology or the skills to participate successfully in a digital economy.

Socio-economic barriers such as geographic location, income, education, and affordability of access most often characterize the digital divide. In Saskatchewan, for example, a Statistics Canada (2001) study revealed clear differences in patterns of Internet access and use between rural and urban respondents, and between those with differing levels of education and household income. Marked differences also emerged between age groups, with a significant decline in Internet use by respondents age 55 and older.

However, defining the digital divide within the narrow parameters of Internet access and computer ownership could lead to complacency that full "digital inclusion" is imminent. "Access is only the first step toward equity; true equity will require high levels of technology proficiency to ensure broader, meaningful, innovative uses of technology by all segments of the population" (NCREL, n.d.).

This broader theme is reflected in the 2000 Adult Literacy and Life Skills Survey, which compared literacy skills in 20 countries. For the first time an Information and Communication Technology Literacy Assessment Framework was incorporated into the survey, recognizing that knowledge-based economies are transforming the skills needed by citizens. The framework defined information and communication technology literacy as " the skills and abilities that will enable the use of computers and related information technologies to meet personal, educational and labour market goals" (Lowe & McAuley, 2000, p. 6).

The research project will pursue this notion from the premise that a more systemic problem lies beneath the surface of the divide: a lack of contemporary literacy skills that are integral to living in a world increasingly reliant on electronic information. The study will explore an innovative approach to bridging the digital divide in rural Saskatchewan developed by the Southeast and Palliser Regional Libraries. With funding from the Government of Saskatchewan, the libraries developed an "Internet Pilot's License" training program designed for individuals without the access and skills to effectively navigate the Internet. From Arcola, Bengough, and Manor to Rockglen, Tugaske, and White Bear First Nation, 340 people in 15 rural Saskatchewan communities earned their "licenses" during 2001-02.

Using mobile labs of laptop computers, printers, and digital projectors, two instructors took the training to the people in their own communities and in comfortable and familiar settings: town halls, seniors' centres, libraries, and teen drop-in centres. The eight hands-on modules comprising the course took learners through computer and desktop basics, e-mail, chat rooms and newsgroups, basic word processing, and Internet searching. Participants included farmers, small business owners, seniors, Aboriginal youth, and teens at risk.

To provide a meaningful context for examining the outcomes and potential of this training program, an Information, Communication, and Technology Literacy model will be developed that will endeavour to integrate the multiple dimensions of literacy inherent in an information society. With this model as a contextual framework, the study will examine the program's instructional design and delivery components and the information literacy skills acquired by its participants.

There is much that can be learned from this experimental program to inform policy decisions and contribute to long-term strategies for developing information literate citizens and ensuring access to the digital world for all. As Saskatchewan's Premier, Lorne Calvert (2001), stated:

> We can't afford to have our citizens caught on the wrong side of the 'digital divide.'…Access to information is a democratic right of everyone in Saskatchewan (*Speech: Crossing the Digital Divide*).

The challenge will be to ensure that every citizen acquires the knowledge, skills, and ability to fully exercise this right.

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Good Morning, Saskatchewan Institute of Public Policy...

Have you ever contacted an organization, received exemplary assistance and wondered who the person was behind the voice? At SIPP, the voice belongs to Erna Pearson, but she is much more than a voice. Erna is the point of contact between the Institute and our audience, and that relationship can make or break an organization.

Ms. Pearson has an impressive résumé, with years of experience within the Provincial Government and Crown Corporations. However, a career is much more than the sum of all its positions. Erna has a natural ability to run an office like a well-oiled machine, which was exactly what was needed when SIPP débuted in 1998. Not many people play a part in the launching of a new organization, and remain five years later, the foundation of the Institute and an expert of SIPP history.

According to Erna, there were some bumps on the road to success: "With the Institute starting in name only, we needed to arrange for a logo, stationery, office supplies, equipment, furnishings—telephones ('let's get that one right the first time 'round', I was told), computers and, even with a limited budget, it all fell together. Once renovations were completed, we were very excited and proud that, on the third day of acquiring this facility, we were "up and running" with all systems functioning! Thanks to those at the University of Regina who provided guidance and direction as we then proceeded to organize our administrative policies and procedures. I like it here—mostly because of the people and their enthusiasm to continually work towards a common goal: a successful public policy research institute."

When Dr. Blake, SIPP's Director, was asked to comment on Erna's contribution to the Institute he immediately indicated that Erna's unique qualities have been instrumental in SIPP's accomplishments, "Without people like Erna, places like SIPP could not function. Erna can take much of the credit for the success SIPP has achieved over the past few years."

As we launch our fifth year with multiple events, publications, and new initiatives, we pause to thank Erna Pearson for being the voice of SIPP. Having Erna at the helm indicates smooth sailing ahead.

The newsletter is a publication of the Saskatchewan Institute of Public Policy at the University of Regina. Extracts from this publication may be reproduced provided the source is acknowledged. The views expressed in the newsletter are not necessarily the views of SIPP.

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SIPP is a non-profit institute at the University of Regina devoted to stimulating public policy debate and providing multidisciplinary expertise, experience, research, and analysis on social, economic, fiscal, environmental, educational, and administrative issues related to public policy.