

Planning and Priorities Committee Annual Report for Information

Presented by: Christian Willenborg
Date of meeting: June 11, 2026

SUMMARY

The Planning and Priorities Committee has had another fulsome year addressing a broad range of subjects, from the continually evolving political landscape to budget and tuition matters, approval of provisional centres, and the beginning stages of UPlan 2035 development. Throughout this work, the committee has engaged in collaborative dialogue, offering meaningful feedback, and asking thoughtful, challenging questions to encourage deeper consideration across key areas.

The Planning and Priorities Committee (PPC) met on 15 occasions throughout 2025-26. Additionally, the PPC Centre's Subcommittee met on 1 occasion. The Chair of PPC also served on the Executive Committee and the Governance Committee.

MEMBERSHIP

ELEVEN MEMBERS OF THE GENERAL ACADEMIC ASSEMBLY, AT LEAST SIX OF WHOM WILL BE ELECTED MEMBERS OF COUNCIL, NORMALLY ONE OF WHOM WILL BE CHAIR. AT LEAST ONE MEMBER FROM THE GENERAL ACADEMIC ASSEMBLY WITH SOME EXPERTISE IN FINANCIAL ANALYSIS WILL BE NOMINATED; ONE DEAN APPOINTED BY COUNCIL, ONE UNDERGRADUATE STUDENT APPOINTED BY THE USSU; ONE GRADUATE STUDENT APPOINTED BY THE GSA AND ONE SESSIONAL LECTURER.

Council Members:

Christian Willenborg (Chair)	Agriculture and Bioresources	2023-2026
Angela Lieveise (Vice-Chair)	Arts and Science	2024-2027
Claire Card	WCVM	2023-2026
Jay Kalra	Medicine	2023-2026
Jaswant Singh	WCVM	2024-2027
Rainer Dick	Arts and Science	2025-2028

General Academic Assembly Members:

Volker Gerdts	WCVM/VIDO	2025-2028
Stella Spriet	Arts and Science	2025-2028
Kerry Mansell	Pharmacy and Nutrition	2024-2027
David Williams	Edwards School of Business	2025-2027
Venkatesh Meda	Engineering	2024-2027

Dean:

Brooke Milne

Arts and Science

2025-2027

Student Members:Lindsay Gray Carlson
Owen DeisGSA (VP Finance & Operations)
USSU (VP Operations & Finance)**Ex-Officio:**

Patti McDougall	Interim Provost and Vice-President Academic
Terry Fonstad	Designate for VP Research
Greg Fowler	Vice-President, Administration & Chief Operating Officer
Angela Jaime (September-March)	Vice-Provost, Indigenous Engagement
Amaranta Sokół (April-June)	Acting/Interim Vice- Provost, Indigenous Engagement
Deidre Henne	Chief Financial Officer
Vicki Squires (non-voting)	University Council Chair

Resource Members:

Loleen Berdahl

Acting Deputy Provost

Note: President, Provost and Deputy Provost members changed October 1st, 2025, with Vince Bruni-Bossio named the incoming President.

TERMS OF REFERENCE (TOR)

1. Recommending and reporting to Council on university wide planning and priorities initiatives and review activities in consultation with the President and Senior Administration.
2. Undertaking the review and recommending to Council on:
 - a. Academic plans & priorities for the university including teaching, learning and research, scholarly and artistic works.
 - b. Community engagement plans & priorities.
 - c. Matters referred to it from other committees.
 - d. Establishment and disestablishment (including through amalgamation or separation) of any college, school, department, or any unit responsible for the administration of an academic program, with the advice of relevant committees of Council.

- e. Establishment and disestablishment (including through amalgamation or separation), reorganization, or review of any institute or centre at the university.
 - f. Affiliation or federation with other educational institutions, or dissolution of such arrangements, in consultation with relevant committees of Council.
3. Review the physical and budgetary plans for the university and make recommendations respecting those matters to the President or Board, such as:
 - a. Main elements of the comprehensive budget.
 - b. Budgetary implications of government funding requests.
 - c. Operating and capital budgetary matters, including infrastructure and space allocation issues.
 - d. Administrative structural changes and reorganizations.
4. Designating individuals to act as representatives of the Committee on any other bodies, when requested, where such representation is deemed by the Committee to be beneficial.
5. Balancing academic and fiscal concerns in forming its recommendations.
6. Proactively supporting equity, diversity, inclusion and belonging as well as a commitment to transformative decolonization leading to reconciliation in all processes and matters coming before the Committee.

COUNCIL ITEMS

PPC presented the following items to University Council:

- Decision: Business Research Integration and Development Group (BRIDGE) Knowledge Centre
- Information: Provisional Centre for Entrepreneurship
- Information: Provisional Canada-India Pulse Protein Centre of Excellence
- Decision: Disestablishment of the Centre for the Study of Science and Innovation Policy
- Information: Revisions to Access to Information and Privacy Policy
- Decision: Change of Name for the Department of Family Medicine
- Information: 2025/2026 Enrolment Report

STRATEGIC, INTEGRATED and FINANCIAL PLANNING

The Planning and Priorities Committee received presentations and provided feedback on several university-level initiatives and plans, including but not limited to:

Budgeting and Tuition and Fees for 2026-2027

Planning and Priorities was actively engaged in discussion around university finances and the budgeting process, including the transition to the Accountability Framework for the Ministry of Advances Education. Members were also provided with an opportunity to review the approved 2026-2027 Tuition Rates and Student Fees as well as a briefing on the 2026-2027 Comprehensive Budget.

The committee was appreciative for another year of increased transparency and consultation on the budget discussions and the opportunity to provide feedback to the President and the Board of Governors.

Vice-President Portfolio Priorities

The Planning and Priorities Committee invited all the Vice-Presidents to report on their progress from 2024-2025 as well as outline their priorities for the coming year. The Vice-President portfolio priorities encompass a variety of objectives enhancing various aspects of the institution which are important for PPC to understand to ensure decisions made are aligning with these priorities. These priorities include but are not limited to academic excellence, student success, research, community engagement, and financial sustainability.

Integrated Services Renewal Initiative (ISR) and Administrative Service Review Initiative (ASR)

Planning and Priorities received updates on both the ISR and ASR initiatives. The ISR project to replace the university's core enterprise systems (ERP), including HR, finance, procurement, and eventually student systems is moving towards identifying a preferred platform, project scope, timelines, and cost ranges by the end of the fiscal year. It is important to note that this initiative will only move forward if funding is received from the Government. As for ASR, progress is continuing to be made on centralizing and creating networks of professionals to work together. PPC will continue to receive updates on these projects as they unfold.

Enrolment Planning Strategy

As part of PPC's priorities, enrolment planning was a reoccurring agenda item throughout the year. The committee was briefed on USask's plan move away from a fixed approach, emphasizing flexibility and adaptability in its planning processes. Student retention was

identified as a key priority, with recognition that supporting the success and persistence of current students is one of the most effective strategies for sustainable growth.

Equity, Diversity and Inclusion

Updates on Equity, Diversity, and Inclusion (EDI) initiatives demonstrated steady progress across multiple areas, including student experience, teaching and learning, research, scholarly and artistic work, employee experience, systems and physical space. Members recognized that advancing EDI is an ongoing process requiring sustained commitment, reflection, and continuous improvement.

Economic and Social Impact Study

PPC members received a thorough presentation on the findings from a new **Economic and Social Impact Study** which demonstrated the university's significant contributions at both local and broader levels, including workforce development, research innovation, and community engagement. Members had the opportunity to engage in a collaborative workshop to identify additional opportunities to further communicate and demonstrate USask's non measurable impact.

UPlan 2035

President Bruni-Bossio engaged PPC early in the planning process for UPlan 2035, identifying multiple opportunities for strategic input and consultation. PPC participated in discussions focused on the university's future position within the higher education landscape, opportunities to more effectively articulate its value and impact, and the identification of key institutional strengths for prioritization and further development. Engagement with PPC will continue as the planning process advances.

PPC CENTRES SUBCOMMITTEE

Membership on this subcommittee is as follows:

- Vice chair of the Planning and Priorities Committee to serve as chair of the subcommittee.
- Two additional members from the Planning and Priorities Committee.
- One member from the Academic Programs Committee.
- One member from the Research, Scholarly, and Artistic Work Committee.
- Five centre directors.
- One representative of the Office of the Provost.
- One representative of the Office of the Vice-President Research.

Terms of centre directors on the subcommittee are for three years, rotating to ensure continuity of membership. Terms of the representatives of Council committees align with their terms on those committees. Quorum of the subcommittee is a majority of voting members.

The PPC Centre's subcommittee had a quieter year; nonetheless, brought forward one centre to PPC for Provisional Status.

ACKNOWLEDGMENTS

I thank my Vice-Chair, Angela Lieverse, and all the members of PPC who made time to read the supporting documentation and provided the biweekly meetings of the PPC with insightful and thoughtful conversations.

I want to thank the PPC Executive for finding the additional hour in their busy schedules to meet and plan for agenda items that, in several cases, were challenged by internal and/or external deadlines. Thank you to Angela for chairing several PPC meetings as well as the PPC centers subcommittee meetings, and to Jordan Sherbino for supporting the subcommittee. I also wish to thank Danielle Rudulier and Julian Demekiw for their exceptional support of the PPC committee. Finally, I thank all of the outgoing members of PPC and wish them the very best.

Respectfully,

Christian Willenborg, Chair, Planning and Priorities