REQUEST FOR DECISION/ENDORSEMENT

Committee Name: Planning and Priorities Committee
Date: November 19, 2026
Presented by: Angela Lieverse, Chair, Planning and Priorities Committee
Vince Bruni-Bossio, President and Vice Chancellor

Subject: Endorsement of UPlan 2035

MOTION

It is recommended by the Planning and Priorities Committee that Council endorses the University of Saskatchewan Plan 2035 at its November 19, 2026, meeting.

CONTEXT AND BACKGROUND

Consistent with the approach used for previous university plans, Council, alongside Senate and the Board of Governors, is being asked to endorse the University Plan 2035 (UPlan 2035). Endorsement in this context means that Council supports the concept and direction of the plan.

A presentation was made at the October University Council meeting outlining the intention, logic and structure of UPlan 2035. Three components of the plan were outlined as, (1) the **vision** as aspirational, (2) the **mission** outlining the core work of the university, and (3) the **priorities** as the practical foci for action, resourcing, and assessment.

This plan builds on UPlan 2025, which was considered successful, but involved broad scope and 54 guideposts, making it challenging to assess progress. The new plan coordinates shared effort and resources on a smaller set of measurable priorities. These are grounded in Saskatchewan's strengths and relationships, leading to national and global contributions.

UPlan 2035 was developed through an iterative process that launched formally in March 2026. Engagements were focused during the period of March to June 2026, gathering more than 17,000 data points from more than 3,600 people. Repeated rounds of analysis and refinement shaped this input into a plan that is focused, measurable, adaptable, and grounded in the university's and province's distinctive strengths.

FEEDBACK

Following the October 22 Council meeting, members were invited to share feedback. Twenty-two responses were received.

In addition, discussions with Council committees took place over the past month. Council committee members engaged in positive and constructive discussions, focusing on the vision and priorities, as well as plans for implementation. The tenor of the conversations was positive, indicating broad support for the direction laid out in UPlan 2035.

Feedback received has highlighted the following:

- The prominent featuring of student learning and experience was viewed positively
- The emphasis on local impact was broadly endorsed

- The positioning of community as central to USask's work was well received
- Many were pleased to see safety prioritized in the plan
- The plan was described as having more strategic clarity with realistic priorities than previous plans
- The contribution of the Wise Ones was appreciated by many
- Input was provided on words that could be added to broaden the scope of two vision areas (thriving communities, responsible technological transformation)
- Questions were raised regarding how the plan will be carried out, particularly how success will be measured, what will be deprioritized, and what supports will be put into place to achieve the plan
- It was noted that achieving the vision will require shifts, including how we work together across units, and that support for collaboration will be needed to make shared work possible
- Some asked how a broad, visionary plan will differ from previous plans in practice, and how it will give units the focus and direction they need to act
- One individual noted that workers, Treaty responsibilities and Indigenous rights were not explicitly mentioned
- A few requested making accessibility more explicit, particularly in priority #5
- Several requested a review of the word "uplift" in priority 4, and clarification of who is included in priority 6

ACTION/CHANGES MADE IN RESPONSE

- **Vision:** the words 'cultures' and 'creativity' have been added to the vision to broaden the scope of Thriving Communities and Responsible Technological Transformation.
- **Priority 4:** The term uplift will be taken to the Wise Ones (Indigenous advisors) for direction.
- **Priority 5:** The word 'accessible' has been added.
- **Priority 6:** The intent of priority 6 is to include everyone in the USask community, including faculty, staff, students and community members who engage with the university. Accordingly, the language will remain as is.
- **Language on Treaty responsibilities, Indigenous rights:** The UPlan 2035 is necessarily framed at a high level. Specific actions will be seen in sublevel plans (e.g., RSAW, Academic) and in work to progress ohpahotân | oohpaahotaan calls to action.
- **UPlan Implementation** is described briefly below and will be discussed in more depth with Council on November 19th to address the questions on how the plan will be carried out.

UPLAN 2035 IMPLEMENTATION AND ASSESSMENT

There are two elements involved in how UPlan 2035 will be carried out – how the plan will be implemented (cascading structure and resourcing), and how the plan will be assessed and progress reported.

UPlan 2035 implementation:

UPlan 2035 sets the direction, and a connected system of plans turns the priorities into action.

- **Cascading plans:** UPlan 2035 priorities cascade into the: (a) academic, (b) research, scholarly, and artistic work (RSAW), and (c) supports and services plans, and then into college, school and unit plans. Each action plan connects to the seven priorities and will use the same assessment approach. This allows for connection and coherence between action plans and into the UPlan, while enabling context specific decision making to occur at the portfolio and unit level.
- **Rolling, action-oriented planning:** Each of the Academic, RSAW and Supports and Services plans will have actions focused on a three-year horizon and will be evaluated annually. This will allow the plans to be adaptable to changes in needs and context over the next decade.
- **Resource allocation:** The university's resource allocation approach ensures stability and certainty over resources aligned with government funding, strategic enrolment plans, and other unit localized revenue generation activities. Within this approach funds are dedicated to strategic investments, such as the annual call for Strategic Investment Proposals to advance UPlan 2035 priorities and a strategic hiring strategy aligned to the vision. More information about university finances will continue to be provided twice per year in the Financial Townhalls (next one is on November 26).

Holistic assessment and accountability reporting:

Progress will be assessed comprehensively and reported every year.

- **Holistic assessment framework:** Each priority will be assessed using three kinds of evidence considered together: indicators, evidence of impact (i.e., narratives and other qualitative data) and reporting on processes used to advance each priority. No single measure will be treated as the definitive assessment of success.
- **Accountability and reporting:** Progress will be monitored throughout the year and reported annually to the Board of Governors, Senate and Council (through the Planning and Priorities Committee), and will include public reporting.



University Plan 2035

University of Saskatchewan

BE WHAT THE WORLD NEEDS

UPlan 2035 vision

We strengthen Saskatchewan and the world through future-focused people and solutions in:

- **Global food and water security:** We advance ecological, social, policy, and economic innovations needed for food and water security that matter to the world.
- **Healthy people, animals, and ecosystems:** We foster health and wellbeing and contribute to progressive and equitable pathways that sustain all life.
- **Thriving communities for all:** We deepen our understanding of cultures, peoples, perspectives, and places to turn insight into action that solves problems, contributing to connected, equitable, and thriving communities.
- **Sustainable energy and resource futures:** We develop sustainable energy and critical mineral systems that fuel equitable prosperity, strong communities, and healthy ecosystems.
- **Responsible technological transformation:** We create and advance technologies to open new possibilities that drive creativity and ethical, leading-edge change.

UPlan 2035 mission: Local to global

Grounded in Saskatchewan's strengths and communities, and fuelled by a university community equipped to learn, contribute, and thrive, we collaborate across disciplines, sectors, and society to create local to global impact.

1. **We facilitate accessible and meaningful lifelong learning** through teaching and experiences that expand people's capacities to shape and serve organizations and society.
2. **We advance discovery and insight** through research, scholarly and artistic work that develops knowledge and expertise, creates solutions to complex challenges and contributes to economic and social progress.
3. **We deepen our connection and commitment to community** by
    a) **creating space** for meaningful collaboration, partnership, and innovation with Indigenous Peoples, and
    b) **leading innovation** that strengthens Saskatchewan's health, economic, social, cultural, and environmental future while delivering ethical solutions for a sustainable world.

Local to global priorities

Over the next 10 years, we will achieve these priorities, turning our deep commitment to place into meaningful impact, locally, nationally and globally.

1. **We provide transformative learning** that prepares learners, across their educational and professional journeys, to contribute effectively to communities and industries, creating a sustainable future.
2. **We offer students connected, accessible, and high-quality University of Saskatchewan experiences** facilitating their success, wellbeing and belonging.
3. **We generate and share innovations, research, scholarly and artistic works that impact the future of society** by developing knowledge and expertise that addresses complex social, economic, and environmental challenges.
4. **We uplift Indigenous Peoples, knowledges, and Indigenous-determined priorities,** creating contexts where Indigenous Peoples, cultures, languages, and worldviews thrive.
5. **We strengthen and sustain our physical, digital, and operational infrastructure** to create accessible, safe, high-performing, and future-ready environments.
6. **We foster environments, create opportunities, and provide supports** that promote safety, respect, inclusion and wellbeing.
7. **We build resilience and strengthen our capacity, stewarding our financial resources responsibly** to achieve USask's mission and success for generations.