

IYAQAWTXW: HOUSE OF TRANSFORMATION

IMPLEMENTATION PLAN





Vision

UFV will be known as a gathering place for learners, leaders, and seekers. We will pursue diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity, locally and beyond.

Values

Community, Excellence, Inclusivity, Integrity

Mission

Engage Learners

Transform Lives




Build Communities

Goals

Provide inclusive learning environments for everyone

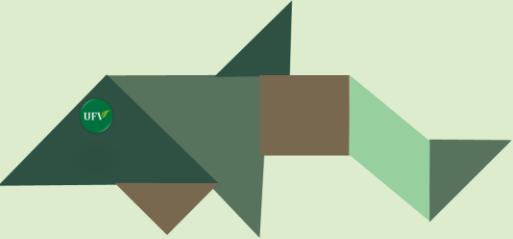

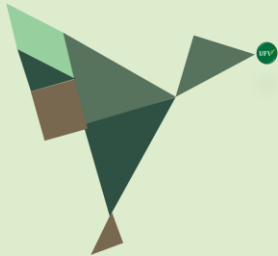
Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others

Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond

Engage Learners	Transform Lives	Build Communities
<p>Provide inclusive learning environments for everyone</p> 	 <p>Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others</p>	 <p>Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond</p>
<ul style="list-style-type: none"> • Honour Indigenous knowledge at all touchpoints of learning • Identify and remove access barriers for individuals from marginalized and underrepresented groups • Enhance deep listening, dialogue, and democratic civil engagement • Foster interdisciplinary and integrated forms of engagement • Emphasize active and experiential forms of learning • Provide opportunities for students to participate in experiential learning, scholarly activities and/or research initiatives with faculty members • Enhance digital literacy and access to technology • Provide accessible and flexible opportunities to support personalized, lifelong learning 	<ul style="list-style-type: none"> • Dismantle settler colonialism by centering Sto:lo ways of knowing and being in the University • Prioritize the health and well-being of our community members and our ecosystems • Integrate equity, diversity, and inclusion (EDI) into all aspects of our institutional culture • Support various pathways that lead to the attainment and recognition of students' educational goals • Develop institution-wide experiential learning opportunities • Support targeted personal and professional development for faculty and staff • Foster meaningful collaboration and engagement opportunities with members of our community • Share and celebrate the accomplishments of our UFV community and alumni with others 	<ul style="list-style-type: none"> • Commit to achieving the Calls to Action from the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples • Offer programs and conduct scholarly activities that enrich the lives of those in the Fraser Valley • Improve community access to the UFV's programs • Build programs that educate our students to act as ethical and engaged global citizens who redress historical injustices • Develop a vibrant and diverse culture on each of our campuses • Develop meaningful community partnerships and action-oriented projects that support social innovation, economic development, and environmental sustainability • Create opportunities for the world to positively interact with the Fraser Valley and for the Fraser Valley to positively interact with the world.



Symbolism of the Images

Mission	Goal	Image	Symbolism from <u>Coat of Arms</u>
Engage Learners	Provide inclusive learning environments for everyone	 A stylized illustration of a sturgeon, composed of various geometric shapes in shades of green, brown, and teal. A small green circle with the letters "UFV" is positioned on the fish's head.	<p>One of the oldest living creatures, and a symbol of abundance, the sturgeon living in the Fraser River are known for their resilience. Historically, catching a single large sturgeon meant feeding a village. Every part of the fish was used: the flesh for food, the skeleton for tools and fish hooks, the oil for medicine and mosquito repellent. Just as everyone in a village benefited from the life of a sturgeon, so too should everyone reap the benefits of being part of an inclusive UFV community.</p>
Transform Lives	Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others	 A stylized illustration of a vine, composed of several green and brown geometric shapes. A small green circle with the letters "UFV" is positioned at the end of the vine.	<p>Vines allude to the concept of education as a form of nurturing, growth, and transformation.</p>
Build Communities	Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond	 A stylized illustration of a hummingbird, composed of various geometric shapes in shades of green, brown, and teal. A small green circle with the letters "UFV" is positioned on the bird's head.	<p>The hummingbird is a symbol of pure love and joy, and also represents resilience, the ability to travel great distances tirelessly, and the ability to respond quickly. This mirrors UFV's mandate to provide lasting knowledge, to respond to the community we serve, to endure over time, and to provide the knowledge students need for their journey.</p>



Institutional KPI's

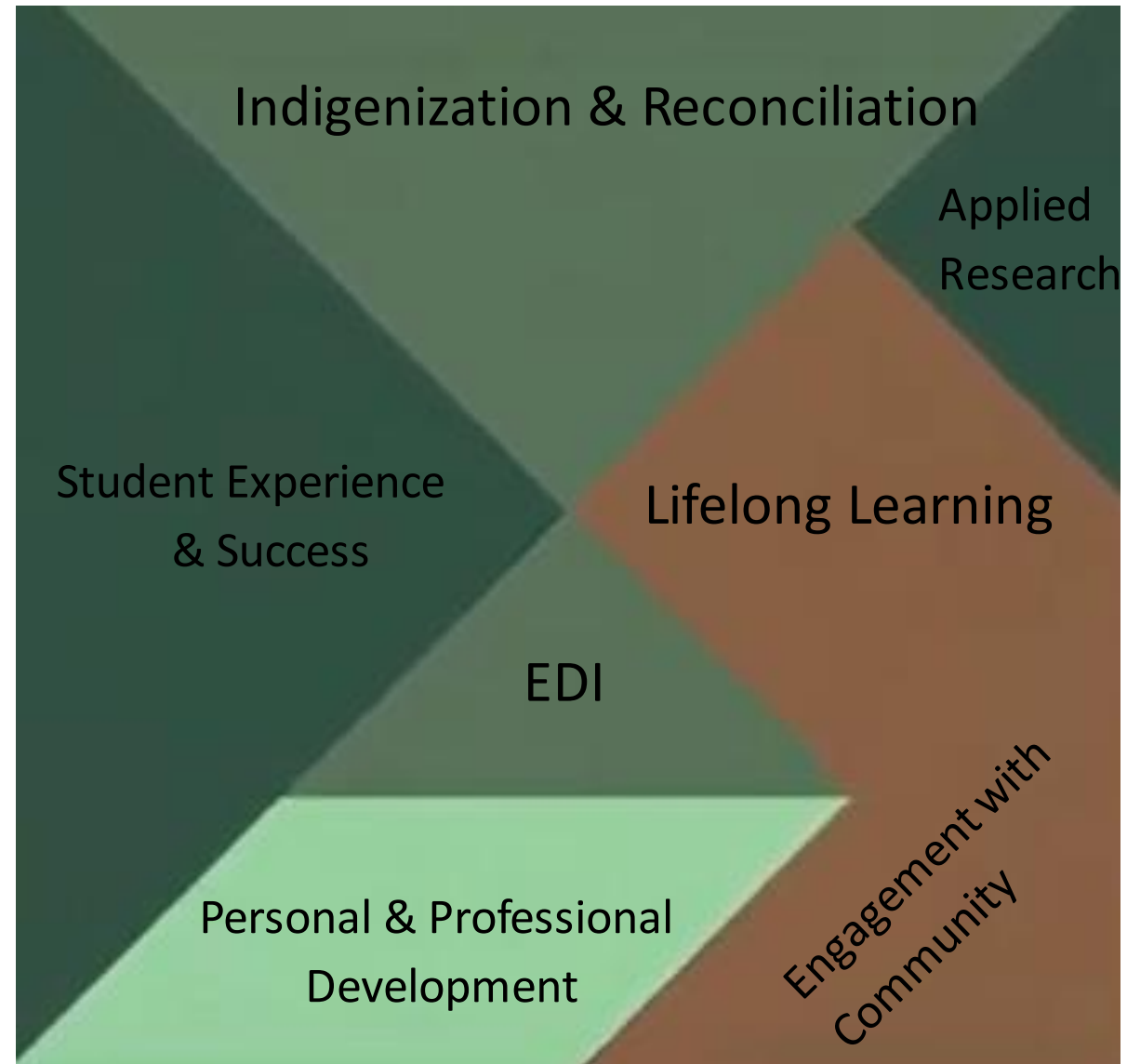


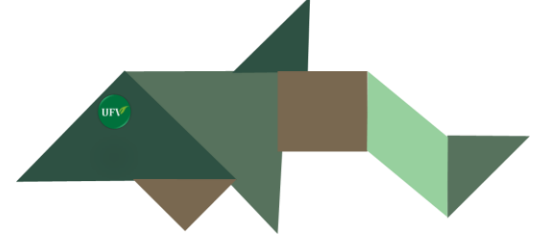
Institutional KPIs

- As an integrated strategic plan, the Institutional KPIs should be relevant to all or most units across the campus
- They should not be over-reliant from one area of the University for their success – they require collaboration and coordination across multiple units/ areas to achieve the targets
- Additional KPIs may be added/ modified over time
- Individual units/ departments may have their own specific KPIs that are unique to them but contribute to the institutional KPIs.

	Strategic Imperative	Indigenization & Reconciliation	Applied Research	Lifelong Learning	Student Experience & Success	EDI	Personal and Professional Development	Engagement with Community
Engaging Learners	Honour Indigenous knowledge at all touchpoints of learning	X						
	Identify and remove access barriers for individuals from marginalized and underrepresented groups					X		
	Enhance deep listening, dialogue, and democratic civil engagement						X	
	Foster interdisciplinary and integrated forms of engagement				X			
	Emphasize active and experiential forms of learning				X			
	Provide opportunities for students to participate in experiential learning, scholarly activities and/or research initiatives with faculty members		X					
	Enhance digital literacy and access to technology				X			
	Provide accessible and flexible opportunities to support personalized, lifelong learning			X				
Transforming Lives	Dismantle settler colonialism by centering Sto:lo ways of knowing and being in the University	X						
	Prioritize the health and well-being of our community members and our ecosystems						X	
	Integrate equity, diversity, and inclusion (EDI) into all aspects of our institutional culture					X		
	Support various pathways that lead to the attainment and recognition of students' educational goals			X				
	Develop institution-wide experiential learning opportunities				X			
	Support targeted personal and professional development for faculty and staff						X	
	Foster meaningful collaboration and engagement opportunities with members of our community		X					
	Share and celebrate the accomplishments of our UFV community and alumni with others							X
Building Communities	Commit to achieving the Calls to Action from the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples	X						
	Offer programs and conduct scholarly activities that enrich the lives of those in the Fraser Valley			X				
	Improve community access to the UFV's programs			X				
	Build programs that educate our students to act as ethical and engaged global citizens who redress historical injustices					X		
	Develop a vibrant and diverse culture on each of our campuses							X
	Develop meaningful community partnerships and action-oriented projects that support social innovation, economic development, and environmental sustainability		X					
	Create opportunities for the world to positively interact with the Fraser Valley and for the Fraser Valley to positively interact with the world							X

Strategic Imperative Themes





Engage Learners

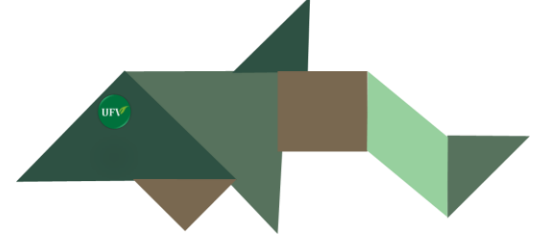
Provide inclusive learning environments for everyone

Qualitative (Stories)



Quantitative (KPI's)

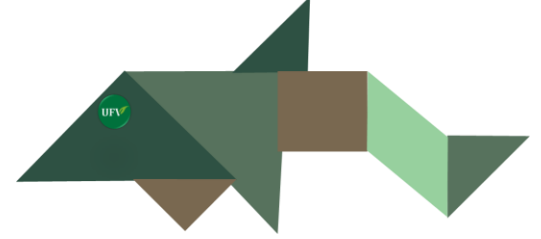
KPI	Target	Source	Frequency
% of total Indigenous students, faculty and staff	increase % of each group on an annual basis	Institutional research & planning (IRP)	Annually
Annual retention rate	Increase retention rates by 5 percentage points in degree programs by 2026 (Yr 1 to 2/ Yr 2 to 3)	IRP	Annually
% of students engaged in High Impact Practices	Increase senior student participation in each category of High Impact Practices on the NSSE survey by 2026	NSSE Survey	Every 3 yrs
# of students by credential type	Ensure that a strategic balance in the % of credentials offered annually (i.e., micro-credentials, apprenticeship, certificate, diploma, bachelor degree, and graduate degree) is consistent with UFV's access mandate.	IRP	Annually
% of students from local communities	Increase the share of students that attend UFV out of the total graduating secondary students in Fraser Valley regional school districts that immediately transition to a PSI in BC	Provincial Student Transitions Project	Annually
Participation rates in pathway opportunities	Increase participation rates annually of students who participate in PLAR, developmental credits, dual/ concurrent credits, and transfers from other PSIs (domestic and international)	IRP	Annually



Engage Learners

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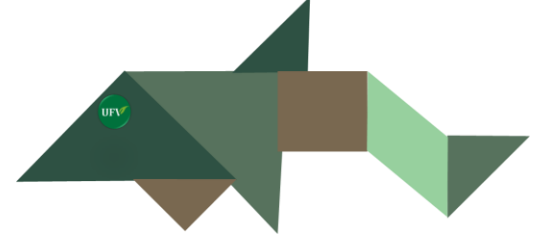
KPI	% of total Indigenous students, permanent faculty and staff
Target	increase % of each group on an annual basis
Baseline	Students = 8.4% (2020/21) Permanent Faculty = 4.0% (2020/21) Permanent Staff = 3.7% (2020/21) } TBC
Theme(s)	Indigenization & Reconciliation
Source	Institutional research & planning (IRP)
Frequency	Annually



Engage Learners

Provide inclusive learning environments for everyone

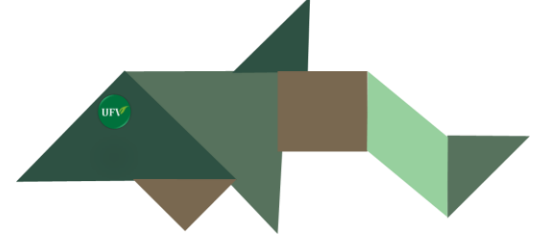
KPI	Annual retention rate
Target	Increase retention rates by 5 percentage points in degree programs by 2026 (Yr 1 to 2/ Yr 2 to 3)
Baseline	Y1 to Y2 = 84.7% (2019 cohort) Y2 to Y3 = 83.2% (2018 cohort)
Theme(s)	Student Experience & Success
Source	Institutional research & planning (IRP)
Frequency	Annually



Engage Learners

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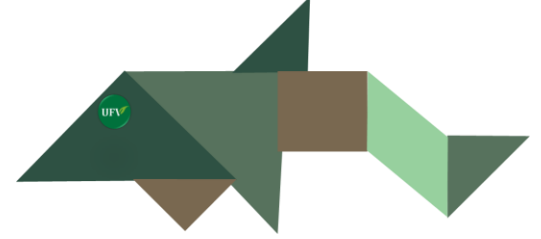
KPI	% of students engaged in High Impact Practices
Target	Increase senior student participation in each category of High Impact Practices on the NSSE survey by 2026
Baseline	2019 NSSE Survey <ul style="list-style-type: none">• Service Learning = 63%• Learning Community = 21%• Research with Faculty = 26%• Internship or Field Experience = 43%• Study Abroad = 7%• Culminating Senior Experience = 25%
Theme(s)	Applied Research; Student Experience & Success; Engagement with Community
Source	NSSE Survey
Frequency	Every 3 yrs



Engage Learners

Provide inclusive learning environments for everyone

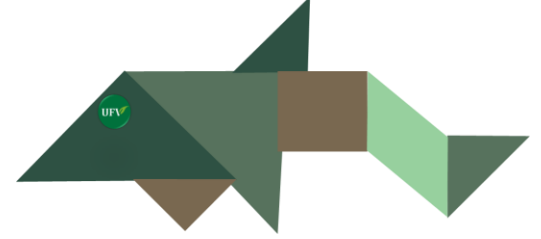
KPI	# of students by credential type
Target	Ensure that a strategic balance in the % of credentials offered annually (i.e., micro-credentials, apprenticeship, certificate, diploma, bachelor degree, and graduate degree) is consistent with UFV's access mandate.
Baseline	2020/21 <ul style="list-style-type: none">• Baccalaureate Degree = 51.7%• Diploma = 32.2%• Certificate = 6.7%• Developmental Credential = 4.2%• Apprenticeship = 2.1%• Associate Degree = 1.4%• Masters Degree = 0.6%• Graduate Certificate = 0.5%• Short Certificate = 0.3%• Post-degree Certificate = 0.2%• Advanced Certificate = 0.1%
Theme(s)	Lifelong Learning
Source	Institutional Research & Planning
Frequency	Annually



Engage Learners

Provide inclusive learning environments for everyone

KPI	% of students from local communities
Target	Increase the share of students that attend UFV out of the total graduating secondary students in Fraser Valley regional school districts that immediately transition to a PSI in BC
Baseline	67% (2019/20)
Theme(s)	Engagement with Community
Source	Provincial Student Transitions Project
Frequency	Annually



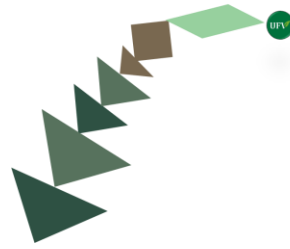
Engage Learners

Provide inclusive learning environments for everyone

KPI	Participation rates in pathway opportunities
Target	Increase participation rates annually of students who participate in PLAR, developmental credits, dual/ concurrent credits, and transfers from other PSIs (domestic and international)
Baseline	TBD
Theme(s)	Lifelong Learning
Source	Institutional Research and Planning
Frequency	Annually

Transform Lives

Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others



Qualitative (Stories)

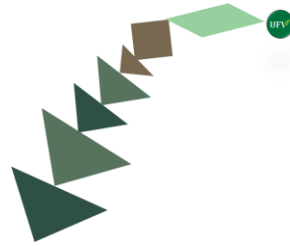


Quantitative (KPIs)

KPI	Target	Source	Frequency
The number of Action Item Goals from the EDI Action Plan that have been implemented	Progress can be demonstrated on all action items on an annual basis	President's Progress Report	Annually
% of UFV programs that can ladder into another program	100% of UFV programs (excluding professional graduate level programs) will be eligible to ladder into another credential by 2026	IRP	Annually
Graduation Rates	a) Increase graduation rates for degree students by 5 percentage points by 2026	IRP	Annually
	b) Decrease the CUSC score of students reporting barriers to graduation to comparable or lower averages than peer Canadian institutions by 2026	CUSC Survey	Every 3 yrs
Number of faculty and staff engaged in professional development activities	Increase % of faculty and staff who participate in professional development activities on an annual basis	Human Resources	Annually
Teaching Excellence	a) Exceed BC average for quality of instruction.	BC Student Outcomes Data	Annually
	b) Exceed BC average for satisfaction with education		

Transform Lives

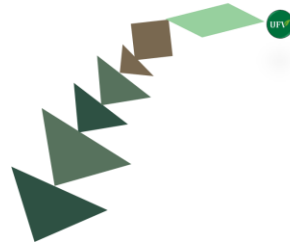
Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others



KPI	The number of Action Item Goals from the EDI Action Plan that have been implemented
Target	Progress can be demonstrated on all action items on an annual basis
Baseline	NEW
Theme(s)	EDI
Source	President's Progress Report
Frequency	Annually

Transform Lives

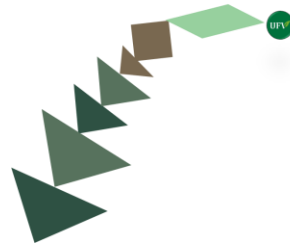
Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others



KPI	% of UFV programs that can ladder into another program
Target	100% of UFV programs (excluding professional graduate level programs) will be eligible to ladder into another credential by 2026
Baseline	NEW
Theme(s)	Lifelong Learning
Source	Institutional Research and Planning
Frequency	Annually

Transform Lives

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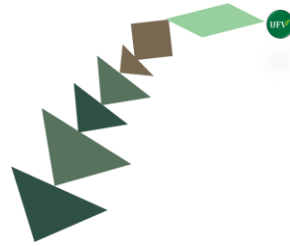


KPI	Graduation Rates
Target	Increase graduation rates for degree students by 5 percentage points by 2026
Baseline	41.4% (2014 cohort)
Theme(s)	Student Experience & Success
Source	Institutional Research and Planning
Frequency	Annually

KPI	Graduation Rates
Target	Decrease the % of students reporting barriers to graduation to comparable or lower averages than peer Canadian institutions by 2026
Baseline	2018 Graduating Students <ul style="list-style-type: none"> • Any Delay = 58% (vs 40%) • Required Courses Not Available = 39% (vs 22%) • Grades = 7% (vs 9%) • Elective Courses Not Available = 18% (vs 10%) • Financial Issues = 16% (vs 8%) • Other Reasons = 14% (vs 11%)
Theme(s)	Student Experience & Success
Source	Canadian University Survey Consortium
Frequency	Annually

Transform Lives

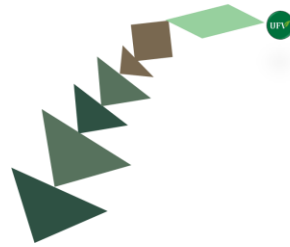
Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others



KPI	Number of faculty and staff engaged in professional development activities
Target	Increase % of faculty and staff who participate in professional development activities on an annual basis
Baseline	NEW
Theme(s)	Personal and Professional Development
Source	Human Resources
Frequency	Annually

Transform Lives

Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others

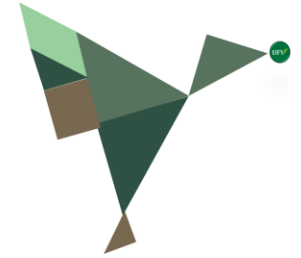


KPI	Teaching Excellence
Target	Exceed BC average for quality of instruction.
Baseline	<p>% said the quality of instruction was very good, good, or adequate (2020)</p> <ul style="list-style-type: none"> • Diploma = 93% (vs 94%) • Certificate = 98% (vs 95%) • Bachelor's = 96% (vs 93%) • Trades Foundation = 97% (vs 94%) • Associate Degree = 96% (vs 96%) • Apprenticeship = 98% (vs 95%)
Theme(s)	Student Experience & Success
Source	BC Student Outcomes Data
Frequency	Annually

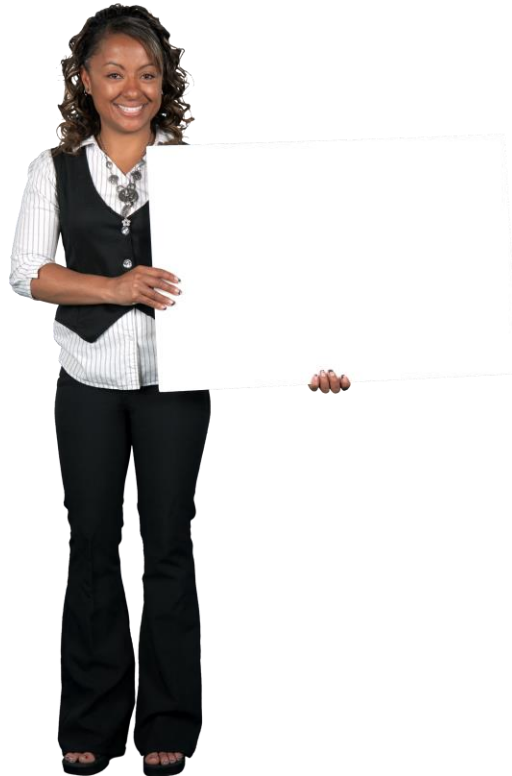
KPI	Teaching Excellence
Target	Exceed BC average for satisfaction with education
Baseline	<p>% who said that they were very satisfied or satisfied with their education (2020)</p> <ul style="list-style-type: none"> • Diploma = 87% (vs 91%) • Certificate = 94% (vs 92%) • Bachelor's = 94% (vs 91%) • Trades Foundation = 93% (vs 93%) • Associate Degree = 92% (vs 91%) • Apprenticeship = 98% (vs 93%)
Theme(s)	Student Experience & Success
Source	BC Student Outcomes Data
Frequency	Annually

Build Communities

Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



Qualitative (Stories)

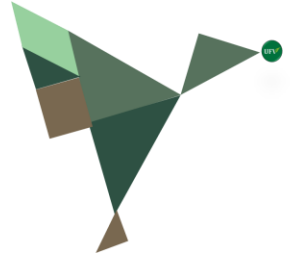


Quantitative (KPIs)

KPI	Target	Source	Frequency
Status of implementations addressing the TRC Calls to Action and Articles 14, 15 & 21 of UNDRIP related to education	All current initiatives to be implemented by 2024. Any new initiatives to be implemented by 2026.	Accountability report	Annually
# of countries with more than 10 students represented by international students	increase # of countries that meet this criteria on an annual basis	UFV International	Annually
Annual Greenhouse Gas Emissions (tCO2e)	Reduce tCO2e by 1/3 (33%) of 2009 levels by 2026	Office of Sustainability	Annually
Employability skills	Exceed BC average for % of students who report knowledge and skills gained in program were useful in performing their job	BC Student Outcomes Data	Annually
# of community engaged projects	Increase annually the number of research and scholarly activity projects within the communities in which UFV serves	Office of Research, Engagement and Grad Studies AND VP External	Annually
Total external research dollars	Increase annually the amount of external research dollars generated on an annual basis	Office of Research, Engagement, and Grad Studies	Annually
Total fundraising dollars	Increase total fundraising dollars generated by 10% on an annual basis up to 2026	Advancement Office	Annually

Build Communities

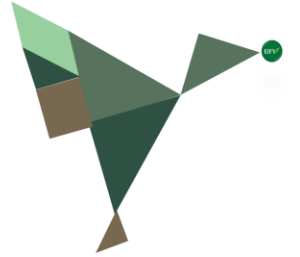
Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



KPI	Status of implementations addressing the TRC Calls to Action and Articles 14, 15 & 21 of UNDRIP related to education
Target	All current initiatives to be implemented by 2024. Any new initiatives to be implemented by 2026.
Baseline	<p>Current Initiatives (2020)</p> <ul style="list-style-type: none">• % of TRC Calls to Action Initiatives Implemented: 71%• % of UNDRIP Initiatives Implemented: 50% <p>New Initiatives (2021)</p> <ul style="list-style-type: none">• % of TRC Calls to Action Initiatives Implemented: NEW• % of UNDRIP Initiatives Implemented: NEW
Theme(s)	Indigenization & Decolonization
Source	Accountability report
Frequency	Annually

Build Communities

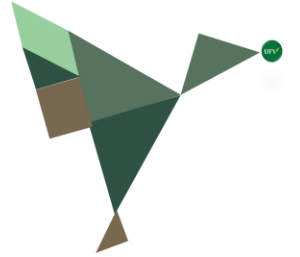
Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



KPI	# of countries with more than 10 students represented by international students
Target	increase # of countries that meet this criteria on an annual basis
Baseline	2020 = 6/63 (India, China, Vietnam, South Korea, Japan, USA)
Theme(s)	EDI
Source	UFV International
Frequency	Annually

Build Communities

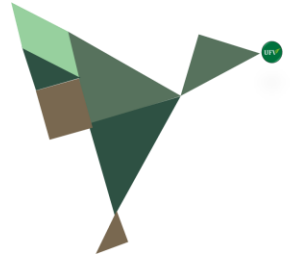
Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



KPI	Annual Greenhouse Gas Emissions (tCO ₂ e)
Target	Reduce tCO ₂ e by 1/3 (33%) of 2009 levels by 2026
Baseline	2,223.7 (2019) ↓ 29%
Theme(s)	Engagement with Community
Source	Office of Sustainability
Frequency	Annually

Build Communities

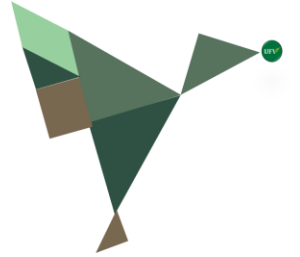
Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



KPI	Employability Skills
Target	Exceed BC average for % of students who report knowledge and skills gained in program were useful in performing their job
Baseline	<p>% who said the knowledge and skills they gained were very useful or somewhat useful in performing their job (2020)</p> <ul style="list-style-type: none">• Diploma = 76% (vs 84%)• Certificate = 88% (vs 88%)• Bachelor's = 89% (vs 86%)• Trades Foundation = 86% (vs 87%)• Associate Degree = 59% (vs 57%)• Apprenticeship = 99% (vs 94%)
Theme(s)	Student Experience & Success
Source	BC Student Outcomes Data
Frequency	Annually

Build Communities

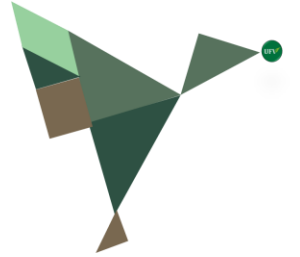
Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



KPI	# of community engaged projects
Target	Increase annually the number of research and scholarly activity projects within the communities in which UFV serves
Baseline	NEW
Theme(s)	Engagement with Community
Source	Office of Research, Engagement and Grad Studies AND VP External
Frequency	Annually

Build Communities

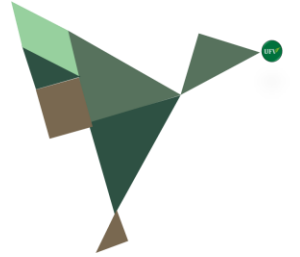
Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond



KPI	Total external research dollars (grants and contracts)
Target	Increase annually the amount of external research dollars generated on an annual basis
Baseline	\$3,345,883 (2020)
Theme(s)	Applied Research
Source	Office of Research, Engagement and Grad Studies
Frequency	Annually

Build Communities

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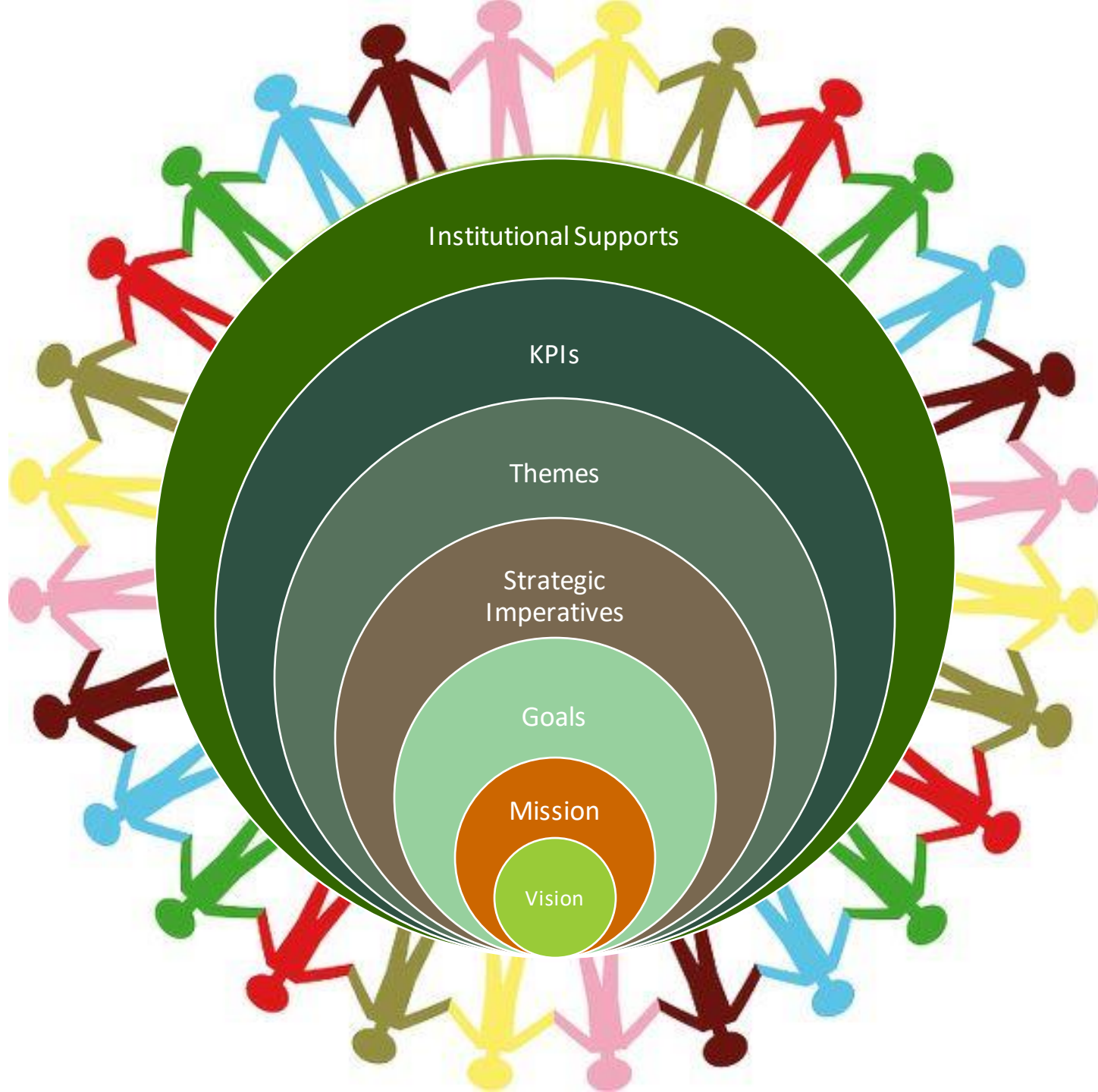


KPI	Annual fundraising revenue (grants, donations, transfers, gifts-in-kind)
Target	Increase revenue by 10%
Baseline	Y1 = \$1.180M to \$1.298M Y2 = \$1.298M to \$1.428M Y3 = \$1.428M to \$1.571M
Theme(s)	Indigenization and Reconciliation, Lifelong Learning, Applied Research, Student Experience and Success, Engagement with Community
Source	Advancement Operating Plan
Frequency	Annually

KPIs and Themes

	Engage Learners	Transform Lives	Build Communities
Indigenization & Decolonization	1		1
EDI		1	1
Lifelong Learning	2	1	
Applied Research	1		1
Personal and Professional Development		1	
Student Experience & Success	2	4	1
Engagement with Community	2		2

Implementation Layers





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