

UCFV STRATEGIC PLAN

November 3, 2004

VISION

UCFV is an outstanding university, recognized for its students' success, excellent learning environment, creative integration of university and college programs and its work with the region's communities.

MISSION

The fundamental purpose of UCFV is to provide a superb learning experience for our students. We provide our students and the rapidly growing Fraser Valley region with:

- Excellence in teaching and research
- A supportive, professional, and respectful learning environment
- Innovative, distinctive, and comprehensive programming
- Education directed towards both personal and career development
- Beneficial local, national, and international partnerships

VALUES

At UCFV the paramount priority is placed on our students and responding to their learning goals. We are committed to excellence in post-secondary education through programs that serve the diverse needs of the Fraser Valley region. We view education as an ongoing process essential for both career progress and actualizing human potential. We make the university accessible to students with diverse backgrounds and goals, while rewarding academic success and maintaining high standards. We value and treat students as mature individuals, and encourage intellectual, cultural, creative, ethical and social development in order to prepare our graduates for their roles as productive citizens of an increasingly complex and pluralistic society. We place a high value on environmental, social and economic sustainability in all our endeavours.

GOAL 1 Enable a Higher Student Success Rate

Overall Outcomes

Improved ratings on Student Outcomes Reporting System (SORS) performance targets.

Improved student satisfaction with:

- 1) Their ability to meet their timeline in progressing to their goal
- 2) Their learning experience
- 3) Their out-of-the-classroom experience
- 4) Meeting their educational goals
- 5) The degree to which academic program and student support initiatives and changes have improved their success as a student

Objective 1.1

Improved academic support for students and faculty

Strategies	Outcomes
1.1.1 Improve support for teaching and learning	<ul style="list-style-type: none">➤ A formal structure to support faculty development as teachers, thereby enhancing the quality of instruction➤ More resources to support development of online courses➤ More classrooms fitted with advanced instructional technology➤ Increased recognition for good teaching➤ More opportunities for faculty to engage in discussions on issues related to teaching and improving the quality of instruction➤ Improved classroom design to reflect a variety of teaching and learning formats (e.g. acoustical)➤ Wireless connectivity increasingly available, approaching campus-wide availability by the end of the planning period➤ A replacement cycle which maintains access to current and appropriate desktop technology for students, faculty and staff➤ A single access point for UCFV web services for students, faculty and staff through “my ucfv” portal
1.1.2 Improve integration of general studies and ESL students in degree programs	<ul style="list-style-type: none">➤ English language policy; clear entrance and exit standards; valid assessment tools➤ Foundation program for international students➤ Higher proportion of international students meeting entrance standards➤ More support to departments with higher numbers of international students
1.1.3 Develop the Library and Learning Centre as a primary location for student life activities, both individual and group, which centre on learning, study and research (a “learning commons”)	<ul style="list-style-type: none">➤ More student social and study space in the Learning Centre➤ More hours of access to the Centre on weekends➤ Wireless internet access throughout the Centre➤ More lab space to support student drop-in use➤ More emphasis on “information literacy”

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| 1.1.4 | Continue the budgetary priority on enhancing the library collection to a level which compares favorably to that of other university colleges and undergraduate universities | <ul style="list-style-type: none"> ➤ Improved library holdings ➤ Greater access to print, electronic and other information sources |
| 1.1.5 | Implement an annual survey-based assessment of library services to students and faculty | <ul style="list-style-type: none"> ➤ Potential gaps between current levels of service and desired levels are identified and addressed |
| 1.1.6 | Develop and implement a co-ordinated, transparent, efficient assessment-for-placement process | <ul style="list-style-type: none"> ➤ Policy which requires use of assessment instruments with known and acceptable levels of validity and reliability ➤ A more effective, student-friendly assessment process |
| 1.1.7 | Ensure assessment support for teaching and learning process | <ul style="list-style-type: none"> ➤ More diagnostic assessment services for students with learning difficulties ➤ More assessment resources, including online assessment tools, in-house resource materials to support instruction, and first-year success initiatives ➤ Ongoing review of assessment-for-placement practices to ensure they are valid and contribute to student success |
| 1.1.8 | Develop and implement a streamlined, coherent process for the assessment of prior learning, Prior Learning Assessment (PLA) | <ul style="list-style-type: none"> ➤ A more effective PLA process with clear guidelines for faculty and students to make the process prompt and efficient ➤ A PLA registration process in which students register at the front end of the process, ensuring that faculty and staff are reimbursed for their work |
| 1.1.9 | Increase fundraising for scholarship and bursary | <ul style="list-style-type: none"> ➤ Increased funding to reflect growth in FTEs (Full Time Equivalent) |

Objective 1.2

Improved employability and career relevance of UCFV educational experience

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| 1.2.1 Increase awareness and emphasis on transferable skills (critical thinking, literacy, information literacy, numeracy) | <ul style="list-style-type: none"> ➤ A baseline report on each program that identifies the emphasis and an annual publication highlighting student employment successes (initial and career progression) ➤ Identification of transferable skills included in course outlines and curriculum development |
| 1.2.2 Increase Co-operative Education opportunities | <ul style="list-style-type: none"> ➤ Expanded numbers of students in a larger variety of programs ➤ Development of international work placements |

Objective 1.3

Increased Aboriginal student participation rate

Strategies	Outcomes
1.3.1 More Aboriginal students self-identify at the time of registration or through contact with the Aboriginal Resource Centre (ARC)	<ul style="list-style-type: none">➤ Application form permits applicants to self-identify as First Nations, Metis or Inuit➤ The ARC encourages and assists aboriginal students to self-identify if they did not do so at the time of application or registration➤ Increased registration numbers for aboriginal students
1.3.2 Improve support services to aboriginal students and applicants	<ul style="list-style-type: none">➤ Higher retention/completion rates for aboriginal students➤ ARC expanded to include space on the Abbotsford campus

Objective 1.4:

Improved campus life for students outside the classroom

Strategies	Outcomes
1.4.1 Develop and integrate campus services and activities outside the classroom	<ul style="list-style-type: none">➤ A student leadership program within Campus Life to promote student involvement with and leadership in extracurricular activities and programs➤ A residence life program integrated with Campus Life programming and activities
1.4.2 Evaluate and improve student support in the areas of counselling, advising, financial aid and other areas within Student Services	<ul style="list-style-type: none">➤ Reduction in unmet demand for support services➤ Increased flexibility and responsiveness in answering student support needs
1.4.3 Increase student space for study, for programmable activity and for informal discussion	<ul style="list-style-type: none">➤ Students remain on campus for longer periods of time➤ More satisfactory extracurricular life for students on campus
1.4.4 Enhance athletic and intramural programs	<ul style="list-style-type: none">➤ Students remain on campus for longer periods of time➤ More satisfactory extracurricular life for students on campus➤ Larger gymnasium to provide more seating and athletics support facilities and double the size of the playing surface➤ Full membership in the Canadian Interuniversity Sport organization (Canada West)

GOAL 2 Continue to Develop Academic Programs

Overall Outcomes

Meet annual FTEs and other student success targets created by the Ministry

Meet post-secondary programming needs of the region

Objective 2.1

Improve mechanisms necessary for continuing development of academic programs

Strategies	Outcomes
2.1.1 Carry out yearly education plan evaluation process by producing an annual education plan, a three-year service plan and a six-year multi-year plan based on the academic program profile	<ul style="list-style-type: none">➤ Increased support for programs capable of growing➤ A review and modification of programs incapable of maintaining qualitative or quantitative targets➤ Continuing relevance of program profile to community needs
2.1.2 Revise program review and approval processes to encourage innovative programming and to maintain quality standards	<ul style="list-style-type: none">➤ Regular course and program reviews➤ New programs approved and implemented within shorter time frame➤ UCFV exemption from full degree program approval requirements external to UCFV handled by the Degree Quality Assessment Board
2.1.3 Change classification and program structure to enable earlier entry to degree programs	<ul style="list-style-type: none">➤ Students able to enrol earlier and more easily to programs of their choice➤ Most students classified by program of their choice as opposed to "General Studies/Arts/Science"➤ Better planning by departments➤ Better academic support for students
2.1.4 Plan for on-line courses and general information technology services	<ul style="list-style-type: none">➤ Increased access to and better delivery of on-line courses

Objective 2.2

Develop Graduate Structure and Programs

Strategies	Outcomes
2.2.1 Determine and implement masters degree programs	<ul style="list-style-type: none">➤ Framework structure under which graduate programs can be planned and implemented➤ Administrative structure for graduate programs➤ Three applied Master's programs in place➤ Increased FTEs for graduate programs
2.2.2 Complete transition of Teacher Education Program (TEP) from SFU to UCFV	<ul style="list-style-type: none">➤ Local control of TEP Program to enable better interaction with regional school districts

Objective 2.3

Reflect Fraser Valley's ethnic diversity

Overall Outcomes:

Increased diversity in student population

Increased level of Aboriginal, Indo Canadian and other multi-cultural awareness among UCFV students, faculty and staff

Strategies	Outcomes
2.3.1 Develop Centre for Aboriginal Studies and Research	<ul style="list-style-type: none">➤ Increased number of courses with content related to aboriginal issues➤ Research agenda built around Canada Research Chair

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| 2.3.2 | Establish courses in Halqu'emelyem | <ul style="list-style-type: none"> ➤ Completed inventory of current courses that contain content related to aboriginal culture and socio-cultural issues ➤ Increased transferability for students taking aboriginal studies related programming with SFU |
| 2.3.3 | Develop Centre for Indo Canadian Studies and Research | <ul style="list-style-type: none"> ➤ Development of minors ➤ Development of exchange relationships with Indian universities |

GOAL 3: Ensure UCFV takes an innovative and entrepreneurial approach to planning and development

Objective 3.1:

Benchmark, implement and evaluate operational excellence

Strategies	Outcomes
3.1.1 Demonstrate business-like, efficient, effective operation of administrative functions	<ul style="list-style-type: none"> ➤ Better timelines for budgeting, planning and development ➤ Proactive budget planning for new initiatives ➤ Improved response time to inquiries
3.1.2 Maintain sound fiscal practices	<ul style="list-style-type: none"> ➤ Continue to balance operating and capital budgets with appropriate contingency levels ➤ Improved purchasing and procurement policies
3.1.3 Consider when appropriate the use of public-private and other partnerships for capital development and program delivery	<ul style="list-style-type: none"> ➤ More facilities at Abbotsford campus ➤ Development of former CFB Chilliwack as new campus
3.1.4 Ensure management and development of facilities reflects the value of sustainability	<ul style="list-style-type: none"> ➤ Explicit use of sustainability in planning processes

Objective 3.2:

Develop secondary revenue sources

Overall outcome:

Higher proportion of revenue outside Ministry based funding

Strategies	Outcomes
3.2.1 Develop UCFV Foundation	<ul style="list-style-type: none"> ➤ A noticeable growth in the activities of the Foundation Board resulting in more revenue ➤ Increased fund-raising expectations ➤ Finance Foundation staff through Foundation funds ➤ Appropriate administrative structure in place
3.2.2 Increase international student numbers	<ul style="list-style-type: none"> ➤ Number of international students doubled to approximately 10% of student body

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| 3.2.3 | Improve research and technology transfer funding | <ul style="list-style-type: none"> ➤ A noticeable growth in industry liaison activities ➤ Increased grants for research |
| 3.2.4 | Expand revenue-generating assessment services (academic, diagnostic, vocational, career) for UCFV communities | <ul style="list-style-type: none"> ➤ Local communities see UCFV as the place to-go-to to get assessment services ➤ Increased revenue from active marketing ➤ Broader range of services ➤ Partnerships with community agencies |

GOAL 4: Enhance UCFV's community orientation

Objective 4.1:

Be responsive to community education needs

Strategies	Outcomes	
4.1.1	Seek input from the community to assess program and or course offerings to meet community need	<ul style="list-style-type: none"> ➤ A better match between UCFV's offerings and community needs
4.1.2	Develop and implement a streamlined, coherent process for assessment of prior learning	<ul style="list-style-type: none"> ➤ A standardized process for assessing prior learning

Objective 4.2:

Provide leadership in the development of Fraser Valley's communities

Strategies	Outcomes	
4.2.1	Serve as knowledge and research centre for Fraser Valley	<ul style="list-style-type: none"> ➤ UCFV is viewed as a primary source from which to seek information
4.2.2	Be active in cultural, economic and social development of the Fraser Valley	<ul style="list-style-type: none"> ➤ UCFV is seen as a catalyst in community development and sustainability
4.2.3	Enhance the relationship between UCFV and the aboriginal communities in the traditional territories within the university college region	<ul style="list-style-type: none"> ➤ Improved working relations that exemplify mutual respect ➤ More effective advisory body
4.2.4	Continue interaction with school districts on teacher education and other transition programs	<ul style="list-style-type: none"> ➤ A strong working relationship that serves the interests of UCFV and the school districts

Objective 4.3:

Formulate and implement development plan for each campus

Strategies	Outcomes
4.3.1 Review and determine program mix at each campus and regional centre	➤ Program profile options for each campus and regional centre
4.3.2 Work with the Province and local communities to resolve campus space problems	➤ Alternatives to optimal space utilization and suitable facilities for program delivery
4.3.3 A plan to move to the Base in Chilliwack	➤ A feasible moving plan that includes acquisition of the Base and program delivery profile
4.3.4 Increase Abbotsford campus size	➤ Options for development
4.3.5 Determine new or expanded site in Mission	➤ Options for development

GOAL 5: Position UCFV for growth while maintaining excellence**Objective 5.1:**

Establish better public and internal identity of UCFV

Strategies	Outcomes
5.1.1 Develop a marketing plan that includes the review of UCFV brand name and choices for a name	➤ A unique positioning statement for UCFV ➤ An actionable plan for increasing public awareness of UCFV and attracting new students
5.1.2 Review and improve service delivery interactions with students and the public	➤ Positive evaluations by students and the public on the quality of service received
5.1.3 Support initiatives that raise the profile of UCFV locally, provincially, and nationally	➤ Frequent positive media coverage locally, provincially and nationally ➤ Post-secondary institutions recognize UCFV for its quality programs
5.1.4 Support the development of the Alumni Association	➤ A noticeable growth in the activities of the Alumni Association
5.1.5 Implement a new “look” for the UCFV website with a state-of-the-art content management system	➤ Website is an effective marketing tool ➤ UCFV services sought and delivered effectively via the web

Objective 5.2:

Develop and implement faculty recruitment and retention strategies

Strategies	Outcomes
5.2.1 Develop multi-year hiring plan in co-ordination with academic growth decisions, research priorities and retirement probabilities	➤ National recruitment earlier in the academic year
5.2.2 Work with the Ministry and government to improve salary competitiveness	➤ Higher salary end points on grid
5.2.3 Determine, develop and promote UCFV advantages for faculty	➤ Document developed promoting UCFV advantages which departments will use when recruiting
5.2.4 Develop faculty retention strategies	➤ Complete study of retention levels and faculty reasons for leaving

Objective 5.3:

Develop and implement student recruitment and retention strategies

Strategies	Outcomes
5.3.1 Develop and implement an enrolment management plan	➤ Improved management of student placements from initial contact to time of leaving ➤ Enhanced web services ➤ Revised policies on admissions and registrations ➤ More efficient application and admission process ➤ Improved transfer credit processing ➤ Simpler fee payment and refund rules ➤ Online registration for Continuing Studies courses
5.3.2 Move to a competitive admission process for degree programs, but maintain open door admissions for students who need to upgrade and for students who want to explore educational options	➤ Higher number of students with strong academic standing admitted to degree programs
5.3.3 Enhanced communications with high school counsellors, parents and students	➤ Better UCFV positioning ➤ A student recruitment unit to augment high school liaison work ➤ A streamlined student recruitment plan

GOAL 6 Enhanced Research, Scholarly, and Other Creative Activities

Overall Outcomes

Greater integration of research and education

Enhanced research training of students

Greater knowledge transfer and technological innovation activities

Funding for research and creative activities in the arts, science, education areas, and in particular: (1) cultural, Aboriginal, and Indo-Canadian studies; (2) crime prevention and criminal justice; (3) the environment and sustainable development; (4) health, wellbeing, and children and family development. New research alliances and partnerships with other institutions, in Canada, and abroad, as well as with community, public and private sector organizations.

Objective 6.1

Implement UCFV's Strategic Research Plan

Strategies	Outcomes
6.1.1 Make strategic use of internal funding mechanisms to support excellence in research, scholarly and creative activities	➤ Increase in quality and quantity of research and scholarly activities conducted at UCFV
6.1.2 Increase support to faculty developing research programs and projects	➤ Increased number of faculty members actively involved in research, scholarly and other creative activities
6.1.3 Assist faculty in the communication of the results of their research and create new UCFV academic journal	➤ First issues Journal published electronically ➤ Hold communication events highlighting research at UCFV

Objective 6.2

Support the integration of research and education, and enhance research training of students

Strategies	Outcomes
6.2.1 Create undergraduate research awards for students	➤ First student research awards ➤ Ongoing award program established
6.2.2 Increase opportunities for students' involvement in research	➤ More internal and external funding for student research opportunities
6.2.3 Include integration of research and teaching and learning in professional development (PD) activities for faculty members	➤ PD activities
6.2.4 Publicize experience of student researchers at UCFV	➤ Greater student/faculty/community awareness of students' research at UCFV

Objective 6.3

Support knowledge transfer and technological innovation through the institution's Industry Liaison Office and the Faculty of Trades and Technology, in close co-operation with the region's businesses and industries

Strategies	Outcomes
6.3.1 Develop Alternative Fuel Research and Technology Centre	➤ Feasibility study conducted ➤ <i>Depending on results of study,</i> <ul style="list-style-type: none"> • Industry consulted • Full proposal developed • Funding received • Research and Technology Centre in operation

- 6.3.2 Develop Composites Research and Technology Centre
- Feasibility study conducted
 - *Depending on results of study,*
 - Industry consulted
 - Full proposal developed
 - Funding received
 - Research and Technology Centre in operation
- 6.3.3 Develop Food Processing Centre
- Feasibility study conducted
 - *Depending on results of study,*
 - Industry Consulted
 - Full proposal developed
 - Funding received
 - Research and Technology Centre in operation

Objective 6.4

Secure substantial funding for research and creative activities in the arts, science and education areas and in particular: (1) cultural, Aboriginal and Indo-Canadian studies; (2) crime prevention and criminal justice; (3) the environment and sustainable development; (4) health, wellbeing, and children and family development

Strategies	Outcomes
6.4.1 Seek Natural Sciences and Engineering Research Council of Canada (NSERC) Funding	<ul style="list-style-type: none"> ➤ NSERC “accreditation” ➤ NSERC applications ➤ NSERC Funding
6.4.2 Seek Canada Foundation for Innovation funding	<ul style="list-style-type: none"> ➤ Application ➤ Funding
6.4.3 Develop concepts for environment research lab and activities and apply for funding	<ul style="list-style-type: none"> ➤ Concept ➤ Define proposed activities ➤ Funding applications ➤ Funding received
6.4.4 Develop concept and seek funding for Public Safety and Leadership Institute	<ul style="list-style-type: none"> ➤ Concept ➤ Define proposed activities ➤ Funding applications
6.4.5 Develop concept and seek funding for Indo-Canadian Centre	<ul style="list-style-type: none"> ➤ Concept ➤ Define proposed activities ➤ See funding from Ministry ➤ Endowment - Campaign
6.4.6 Obtain funding for Regional Development Chair (Indo-Canadian)	<ul style="list-style-type: none"> ➤ Letter of Intent re-submitted ➤ Full Proposal submitted ➤ Chair in place
6.4.7 Build Aboriginal research around Canada Research Chair	<ul style="list-style-type: none"> ➤ Develop program of work ➤ Funding applications ➤ Funding

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| 6.4.8 | Increase application and success rate for Social Sciences and Humanities Research Council of Canada (SSHRC) and Natural Sciences and Engineering Research Council of Canada (NSERC) applications | <ul style="list-style-type: none"> ➤ Increased number of applications ➤ Successful applications ➤ SSHRC funding for Community University Research Alliance (CURA) project ➤ 3-yr Aid to Small Universities Grant ➤ Promo-Science Funding |
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Objective 6.5

Develop alliances and partnerships with other institutions, in Canada and abroad, as well as with community, public and private sector organizations

Strategies	Outcomes	
6.5.1	Finalize agreement with Health Authority	<ul style="list-style-type: none"> ➤ Memorandum of Understanding (MOU) with Fraser Health Authority ➤ First Joint Projects ➤ Funding
6.5.2	Develop CURA project on Growth in the Fraser Valley	<ul style="list-style-type: none"> ➤ CURA partnership confirmed ➤ CURA proposal submitted ➤ Ongoing CURA project
6.5.3	Extend and seek renewal of current initiative on Children and Family Development Research	<ul style="list-style-type: none"> ➤ Extension of current agreement with Ministry for Children and Families
6.5.4	Partnership with Indian Universities	<ul style="list-style-type: none"> ➤ MOU with two Indian Universities ➤ Faculty exchanges
6.5.5	Develop new partnerships	<ul style="list-style-type: none"> ➤ New Partnerships ➤ Partnership with Department of Fisheries and Oceans; Ministry of Water, Land and Air Protection; Fraser Valley Regional District; and community habitat protection organizations

GOAL 7 Increased UCFV Internationalization Activities and International Students' Enrolment and Retention

Overall Outcomes

- Increased internationalization
- Increased international students' enrolment
- Increased retention of international students
- Increased offshore international activities
- New partnerships with other universities to develop an Education Park in Chilliwack
- New joint programs with universities abroad

Objective 7.1

Develop and implement an internationalization strategy

Strategies	Outcomes
7.1.1 Develop an internationalization strategy	<ul style="list-style-type: none">➤ Plan is developed➤ Consultation completed, plan finalized and approved
7.1.2 Implementation of strategy	<ul style="list-style-type: none">➤ Structure set in place for the implementation of plan➤ Increased internationalization

Objective 7.2

Increase international students' enrolment

Strategies	Outcomes
7.2.1 Set targets for numbers and types of international students	<ul style="list-style-type: none">➤ Targets established and communicated
7.2.2 Identify and pursue opportunities for new international studies programs	<ul style="list-style-type: none">➤ New opportunities identified and decision made about which ones to pursue
7.2.3 Develop new international studies programs	<ul style="list-style-type: none">➤ Proposals are developed and implemented
7.2.4 Increase course and program articulation activities with universities abroad	<ul style="list-style-type: none">➤ More programs and courses are articulated with foreign universities

Objective 7.3

Increase retention of international students

Strategies	Outcomes
7.3.1 Recruit international students with greater readiness for UCFV programs	<ul style="list-style-type: none">➤ Incoming international students with a higher level of English and other pre-requisites for academic courses
7.3.2 Improve the placement of international students in programs in which they can succeed and meet their goals	<ul style="list-style-type: none">➤ Improved retention of international students➤ Increased completion rates in desired programs for international students

Objective 7.4

Increase offshore international activities

Strategies	Outcomes
7.4.1 Develop revenue-generating international partnerships	<ul style="list-style-type: none">➤ Development projects potential in China, India and United Emirates➤ Vietnam project evaluated and implemented if appropriate

Objective 7.5

Explore Partnerships with Other Universities to Develop an Education Park in Chilliwack

Strategies	Outcomes
7.5.1 Determine feasibility of establishing the Canada-China University in Chilliwack	<ul style="list-style-type: none">➤ Canada-China University, if feasible, will become part of UCFV's Education Park

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| 7.5.2 | Explore possible co-operation with the United Nations (UN) World Trade University | ➤ UN World Trade University, if feasible, becomes part of UCFV's Education Park |
| 7.5.3 | Explore possible collaboration with other universities | ➤ One or two other foreign universities consider joining the Education Park |

Objective 7.6

Implement joint programs with universities abroad

Strategies	Outcomes
7.6.1 Promote existing opportunities for students to study abroad	➤ More students take advantage of opportunities to study abroad
7.6.2 Identify new opportunities for students to study abroad	➤ New opportunities are created for students to study in India ➤ New opportunities are developed for students to study in other countries
7.6.3 Facilitate exchanges of faculty members	➤ More faculty members are participating in international exchanges
7.6.4 Invite visiting scholars at UCFV	➤ More visiting scholars come to UCFV

Appendix A: Environmental Assumptions and Challenges

This section provides a description of the relevant conditions, issues, risks and opportunities that UCFV faces, and provides a factual background for the rest of the strategic plan. It is what is often termed the 'environmental scan', which is both an internal and external scan. Since the scan will be in process for the early months, the assumptions may change to a degree as our planning proceeds. Demographic data on the Fraser Valley region has already been gathered as a basis for the discussions the Ministry is having with Douglas, Kwantlen, Simon Fraser and UCFV about projected FTEs for the region. Three surveys have been completed (Alumni, Campus Life, and Fraser Valley Community Leaders). Faculty and staff, current students and regional high school students are near completion.

External Environment

- **Significant Growth Potential**
 - Valley communities are growing rapidly
 - Recent immigrants: a high proportion of population
 - Currently: Abbotsford 34.8%; Chilliwack 17.8%; Mission 25.6%
 - % with English as second language: Abbotsford 28.8%; Chilliwack 14.7%; Mission 13.9%
 - Participation rates in Valley will continue to increase
 - *Urbanization of area*
 - *Increasing educational credentials required for employment*
 - Significant percentage of population without secondary graduation
 - Abbotsford 19.9%; Chilliwack 20.9%; Mission 21.3%; Hope 24%
 - UCFV will get grants for increased FTEs, with expectation of about 350 per year
 - *Based on work done with Ministry and Fraser Valley post-secondary institutions; the University College Consortium also has offered to accept increased FTEs to help solve access problems*
- **More intense competition for students and faculty**
 - Fraser Valley region will continue to be underserved even with our growth assumptions
 - Other institutions will compete in Valley
 - *Private University Act in BC*
 - *Public universities already advertising*
 - *Internet courses will become more available*
 - Faculty will be more difficult to recruit and retain
 - *Association of University and Colleges of Canada data shows graduation of Ph.D.s and pool of trades people with proper certification not keeping up with retirement curve*
- **Continuing funding challenges**
 - Government grants will support growth, but will be a diminishing part of total income
 - *Current rolling budget from Ministry requires increased FTE production*
 - Technology costs will increase
 - UCFV has urgent capital development and equipment needs; e.g.; faculty offices, classrooms, lecture space, meeting rooms, student and faculty research space, athletic facilities
 - Capital development will require alternate funding
 - *Dormitories and parking must be self-funded*
 - *Other university colleges are building libraries and international student centres from non-ministry funding sources*
 - Alternate sources of revenue or alternate ways of providing services will have to be found

- **Provincial considerations**
 - Three-year budget and FTE targets set by Ministry
 - Service plan, and new era commitments will set accountability measures and targets
 - Facilities planning must be coordinated with educational plans
 - Year-round programming
 - Provincial target of 21% usage for Spring/Summer; UCFV at 8%

Internal Environment

- **Student demographics and issues**
 - Enrolments
 - Autumn: @ 25,000 course registrations from 7750 people
 - Winter: @ 22,000 course registrations from 7000 people
 - Students take an average of 3 courses
 - 2/3 of UCFV's current students come directly from or after one year from high school graduation
 - *More emphasis will have to be placed on recent high school graduates, while maintaining access and support for older students*
 - 30% of students are classified as General Studies students
 - While some enter this category by choice, many enter it because the program they applied to is full, they do not meet program admission requirements or there is no direct admission into their program of choice
 - Admissions and registration perceptions
 - High school counselors view Oct. 1 applications date as greatest barrier to their students
 - Some counselors speak in favour of first-come, first-served admissions, while others say it does not adequately reward academic success and contributes to a perception that UCFV is "second rate"
 - Community perception remains that students cannot get registered in programs of choice or number of courses desired
 - Student life not on a par with university or interior university college alternatives
- **Faculty demographics and issues**
 - 306 full-time, 211 part-time faculty
 - An increase of 1800 FTEs will require hiring 100+ additional full-time faculty
 - Highest degree attained:
 - 40% of permanent faculty in degree/diploma programs have Doctorate
 - 33% of permanent faculty in developmental programs have Masters
 - Most Vocational faculty have professional designation
 - UCFV teaching loads are equal to or less than those of any other university colleges, but slightly higher than those of mainly undergraduate Canadian universities (7 rather than 6 semester courses)
 - Faculty responses equally split on adequacy of research support
- **General considerations**
 - Enrollment
 - Funded FTE count no longer exceeded
 - Applications for Fall, 2004 down @ 150
 - 4470 accepted applicants for Fall, 2003
 - 60% of accepted applicants registered: BA: 82%; General Studies: 39-48%; Developmental: 70%; Vocational: 87%

- Library holdings significantly lower than other university colleges, which are themselves far lower than most undergraduate universities
 - UCFV: 32 volumes per student; KUC: 19; Malaspina: 38; OUC: 51; UCC: 40; UC Cape Breton: 185; Acadia: 298

APPENDIX B: UCFV Service Plan (2004-2007)

I. Planning Context

A. External Environment

Five primary issues in the external environment affect UCFV's strategic planning efforts. The first issue concerns the changes in the socio-economic base of UCFV's region as well as its changing demographic footprint. The second concerns labour market issues that relate to employment prospects for graduates. The third includes the issue of funding challenges. The fourth issue relates to the increased competition within the UCFV region. The final issue is the level of uncertainty surrounding land acquisition to facilitate the FTE growth necessary to meet the increasing enrolment pressures from within the UCFV region.

i. Socio-Economic and Demographic Changes

- a. Valley communities are growing rapidly
 - 5% overall population growth over the next 3 years
 - 6.7% population growth in 18–29 year old age cohort over the next three years
 - 3.8 % growth in BC high school grade 12 students in the UCFV region
- b. Increasing participation rates especially among 18-29 age group due to further urbanization within the community
- c. Increasing socio-economic and cultural diversity within the UCFV region
 - Recent immigrants a high proportion of population
 - Currently: Abbotsford 34.8%; Chilliwack 17.8%; Mission 25.6%

ii. Labour Market Issues

- a. Aging population and workforce
- b. Most job growth will occur in the service sector and the small business sector
- c. 72.4% of projected employment openings between 2001 and 2011 will be in occupations requiring "University" or "Other Post-Secondary or Industry Training". In 2001, 66% of B.C. occupational employment required "University" or "Other Post-Secondary or Industry Training". The large proportion of projected employment openings requiring "University" or "Other Post-Secondary or Industry Training" also reflects larger than average annual growth rates for these occupations, and the relatively large number of projected openings due to attrition over the period.

(Source: <http://www.aved.gov.bc.ca/labourmarketinfo/lfsurvey/may03/may03.htm>)

iii. Continuing Funding Challenges

- a. Government grants will support growth, but will be a diminishing part of total income as is being seen across North America and Europe
- b. Technology costs will increase

- c. UCFV has urgent capital development and equipment needs; e.g.; faculty offices, classrooms, lecture space, meeting rooms, student and faculty research space, athletic facilities
- d. Capital development will require alternate funding

iv. Increasing Competition from Private and other Post-secondary Institutions

Other institutions offer courses and programs within the Fraser Valley

- Private University Act in BC
- Public Universities, Colleges and University Colleges currently recruiting from within UCFV region
- Internet courses will become more available

v. Long Term Planning Uncertainty

- a. Land acquisition and expansion in Abbotsford
- b. Chilliwack Campus/ Base acquisition and development
- c. Mission Campus Expansion

B. Internal Environment

- i. Administration and employee emphasis on meeting and exceeding Ministry goals and objectives
 - a. UCFV has consistently overproduced its funded FTEs. Since 1997, UCFV has overproduced its FTEs by an average of 10%.
 - Good labour management relations wherein compromise and working in partnership facilitate a dynamic and trusting work environment.
 - ii. Average age of full-time ongoing faculty is 49 years old. With the aging workforce, UCFV expects significant turnover due to retirement creating different dynamic within the institution. Faculty will also be more difficult to recruit and retain. Association of University and Colleges of Canada (AUCC) data shows graduation of Ph.D.s and pool of trades people with proper certification not keeping up with retirement curve.

C. Strengths, Weaknesses, Opportunities, and Threats

i. Strengths

- a. Strong student demand
- b. Responsiveness to students' educational needs
- c. Student access to faculty

- d. Supportive environment for teaching and learning
- e. Comprehensiveness of programming
- f. Laddering connections between certificate, diploma and degree programs
- g. Commitment to access
- h. Labour - Management relations
- i. Dynamic, innovative and motivated faculty and staff
- j. Quality of teaching
- k. Small class sizes
- l. Responsiveness to community's needs
- m. Strong community partnerships
- n. AUCC membership

ii. Weaknesses

- a. Complex admissions and registration system that is not responsive to the needs of many first-year students
- b. Complex approval process for programs and courses
- c. Confusion related to University College name
- d. Lack of student housing
- e. Inadequate level of campus life for students
- f. Limited library resources for faculty and student research
- g. Lack of recognition within and outside the communities we serve
- h. Capacity constraints (land and facilities)
- i. Strain on resources caused by Ministry reporting requirements
- j. Strain on resources caused by multi-campus requirements

iii. Opportunities

- a. Expanded programming at both the undergraduate and graduate level to meet the needs of stakeholders
- b. Population growth in the Fraser Valley
- c. Partnerships with other institutions
- d. Increased demand for skilled workers
- e. Economic diversification of the communities we serve leading to opportunities for creative and innovative programs and partnerships

- f. Increase in program and partnership development opportunities related to the Chilliwack base lands
- g. Change in block funding and multi-year planning improves institutional planning and operations

iv. Threats

- a. Difficulty with faculty recruitment and retention in several disciplines
- b. Increased competition from private trainers and other post-secondary institutions in the Valley
- c. Rapidly changing technology causing equipment to become obsolete and program delivery outdated
- d. Increases in actual or perceived cost of post-secondary education results in decreases in participation rates
- e. Uncertainty of the place of University Colleges within the BC post-secondary system.