



2023-2024

Íyáqáwtxw

Integrated
Strategic Plan

Annual Report



OUR ACKNOWLEDGMENT

Long before Canada was formed, the Stó:lō (people of the river) occupied the land on which the University of the Fraser Valley (UFV) is located. They lived on Stó:lō Temexw, the territory of the Stó:lō, and they spoke Halq'emeylem, also known as the upriver dialect.

UFV recognizes and honours the contribution that Indigenous people have made — and continue to make — to our community. UFV supports Indigenous learners and seeks to incorporate Indigenous ways of knowing.

In Stó:lō culture, the practice of tómiyeqw represents the connections between the past, the current, and the future. It represents the connection of seven generations in the past to seven generations of the future. The decisions we make today are meant to honour those who have come before us and to support those who will come after us.

Our Mission of Engaging Learners *yoystexw ye totlthet*, Transforming Lives *ayeget kw'e shxwaylexws*, and Building Community *thayt kw'e st'elt'elawtexw* is clearly articulated through a series of Institutional Goals and Strategic Imperatives guided by our institutional values of integrity, inclusivity, community, and excellence. Each of these imperatives supports the achievement of our 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.

Contents

05
06
12
42

**Integrated Strategic Plan
Overview** (Vision, Mission, Values)

**Summary of Outcomes
from 2023-24 Institutional
Strategic Priorities**

**A Narrative by Strategic
Imperative Themes**

**2024-25 Institutional Strategic
Operational Priorities**



LETTER FROM BOARD CHAIR

Upon reflecting on 2023-2024, I am proud of the immense work that has been done, and continues to be done, in support of our collective vision of engaging learners, transforming lives, and building community.

The Integrated Strategic Plan IYAQAWTXW—which means House of Transformation in the language of the Stó:lō First Nation—sets a clear direction for the University's future and embodies UFV's commitment to thoughtful, inclusive, and collaborative engagement across all levels of the institution. Thank you on behalf of the Board of Governors to the UFV community for your tremendous dedication and contributions to accomplishing our strategic goals—it is truly a team effort.

I am pleased to share with you the 2023-2024 Integrated Strategic Plan Annual Report. Within this report, you will find a curated showcase of some of the vibrant and dynamic activities from this past year that have propelled us closer to meeting the Key Performance Indicators that support our Integrated Strategic Plan.

As we celebrate a milestone year with our 50th anniversary, UFV remains steadfast in its commitment to provide an outstanding education to the growing population of the Fraser Valley and the increasing number of Indigenous learners. We are dedicated to understanding and learning how to honour Indigenous knowledge at all touchpoints of learning and supporting personalized, lifelong learning for everyone.

Together, we will continue to make UFV the institution described in our vision: a gathering place for learners, leaders, and seekers.

Thank you,

A handwritten signature in black ink, appearing to read "John Pankratz".

John Pankratz
Chair, UFV Board of Governors



LETTER FROM PRESIDENT

As we celebrate our 50th anniversary, I reflect on the journey that has brought us here, a testament to what a dedicated community can achieve. Those who imagined a college in the Fraser Valley literally conceived of it from scratch. They imagined us as a house of learning that would prioritize the good of the community and higher education for everyone. Our determination is part of our heritage, an echo of the long effort of many communities, boards, committees, and individuals to bring this remarkable place to life.

This same dedication and spirit continue to propel us forward, as highlighted in this year's Annual Report on our Integrated Strategic Plan. It outlines our goals and the impactful initiatives underway, in our pursuit of creating diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity.

None of this would have been possible without the continual stewardship of the lands upon which UFV campuses are located by the Stó:lō First Nation, the People of the River.

UFV is committed to ongoing action towards supporting authentic Truth and Reconciliation with all Indigenous peoples on Turtle Island throughout all that we do and hope to become. The 2023-2024 Report on the Integrated Strategic Plan provides evidence of activities and the accomplishments of many across the University.

As we look to the next 50 years, I am truly excited to work together to create a future that will support the aspirations and the work of those who come after us.

Thank you,

A handwritten signature in black ink that reads "Joanne MacLean".

Dr. Joanne MacLean
President and Vice-Chancellor



Integrated Strategic Plan Overview (Vision, Mission, Values)

OUR 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.

OUR MISSION

Engaging learners, transforming lives, building community.

yoystexw ye totlthet, ayeqet kw'e shxwaylexws, thayt kw'e st'elt'elawtexw

OUR VALUES

Integrity / letse o sqwelewel

We act honestly and ethically, upholding these values and ensuring our mission is delivered consistently.

Inclusivity / lexwsq'eq'ostexw

We welcome everyone, showing consideration and respect for all experiences and ideas.

Community / st'elt'elawtexw

We cultivate strong relationships, acting as a hub where all kinds of communities—educational, scholarly, local, global, and cultural—connect and grow.

Excellence / ey shxweli

We pursue our highest standard in everything we do, with determination and heart.

Summary of Outcomes from 2023-24 Institutional Strategic Priorities

Throughout 2023-2024, UFV set an ambitious plan by identifying 10 Institutional Strategic Priorities as areas of focus for the year. The following highlights examples of outcomes that emerged from these areas of focus.

Implementation of Lálém ye mestiyexw (House of the Peoples)

Strategic Imperative Themes: Indigenization and Reconciliation; Engagement with Community

- Under the leadership of Associate Vice President Dr. Shirley Hardman, the Indigenous Affairs Office was renamed to Xwexwílmexwawt.
- Under the leadership of the AVP Xwexwílmexwawt, the work on implementing the Lálém ye mestiyexw (House of the Peoples) Plan continued to move forward throughout the year. The goal of the Plan is to "...provide a structure for Indigenization in which people and their work come together from their distinct areas throughout the university to strengthen their presence and relationships." Alignment and infusion of University Canada's Commitments to Truth and Reconciliation with Lálém ye mestiyexw have served as a guide and provide support for this work.

Implementation of Strategic Enrolment Management Plan

Strategic Imperative Themes: Indigenization & Reconciliation; Student Experience and Success; Lifelong Learning; Equity, Diversity, and Inclusion

- Established 7-year enrolment targets for each academic program at UFV.
- Through consultation with the Academic Schools and Departments, identified key priorities and needs to assist them in meeting their enrolment goals.
- Distributed \$218,600 to fund 14 projects from various units and departments through UFV's Strategic Initiatives Fund in support of curricular revisions that enhance admission, retention, and/or graduation rates for students.

- Created a series of Dashboards focused on tracking the SEM Plan's goals and objectives (e.g., retention, recruitment, enrolment dashboards).
- Increased admission access opportunities through several initiatives such as transnational pathways, increased staffing to support students applying outside of the traditional secondary stream, competitive entry for high demand programs.
- Created a pilot program in partnership with the Faculty and Staff Association to increase class sizes in required courses that have historically large waitlists.
- Hosted UFV's 2nd Annual Open House with an estimated 900 guests in attendance. The majority of attendees were from Abbotsford (33.94%), Chilliwack (13.9%), Surrey (9.66%), and Langley (8.57%). Approximately 60% of attendees self-identified as current high school students while 19% of attendees were prospective students who were older than 19 years of age and have some or no post-secondary education.
- Increased the diversity of international students from 68 countries to 73.

Development of Student Ready University Framework

Strategic Imperative Theme: Student Experience and Success

As UFV strives to become a student-ready university, work continues to share the core values and principles of student ready across UFV through presentations and discussions. Highlights of the work:

- The Office of Program Development and Quality Assurance embedded student ready principles in the program development process.
- We are using student ready principles to inform how we review and revise policy by engaging students in the work, including diverse student voices and experiences, emphasizing developmental and supportive approaches in student learning journey policies, and aiming to produce policy and procedural documents that are understandable by students. This was apparent in the comprehensive review and revision of Policy 236: Prevention, Education, and Response to Sexualized Violence; in the work that has begun on Policy 70: Student Academic Misconduct; and in preparing for a forthcoming review of Policy 240: Safe Student Learning Community.
- We have increased opportunities for peer leadership and student engagement across student supports areas, empowering students to create and co-create programming and events and to actively support and advocate for the needs of students.
- Marketing, in collaboration with the VP Students Division, is leading a re-design of core UFV student websites, updating navigation and language, with student feedback and input, to ensure our sites are student friendly and meet the needs of students.

- CHASI, in collaboration with the VP Students Division, has developed a survey focused on student experiences of belonging at UFV, with launch slated for the start of the 2024 summer term.
- The K-16 Education Leadership Summit and subsequent Learning Exchanges provided important learning opportunities that helped UFV faculty, staff, and administration better understand students moving from K-12 to UFV. This enables UFV to better understand many of its incoming students – a core part of student ready.

Chilliwack Campus Master Planning

Strategic Imperative Theme: Engagement with Community

- Campus Master Planning for the Chilliwack campus at the Canada Education Park (CEP) commenced this past year and was led by Diamond Schmitt who have extensive experience developing Master Plans for Post-Secondary institutions throughout Canada. The preliminary report is expected to be completed by June 2024.
- Initial consultations with internal and external stakeholders around the development of a OneHealth Centre at the Canada Education Park (CEP) Campus took place throughout the year. A OneHealth Strategy for UFV at the CEP campus connects human, animal, and environmental health together and is guided by an Indigenous lens used by the Stó:lō people since time immemorial.

Completion of Mission Campus Renovations

Strategic Imperative Themes: Indigenization & Reconciliation; Engagement with Community; Lifelong Learning

- The final renovations to the Mission Campus at Heritage Park will be wrapping up in July of 2024. The project is on schedule and on budget. It will be the home for the new School of Education that delivers teacher education and early childhood education programs.
- Through consultations with local Indigenous communities, the renovated campus will also feature many Stó:lō inspired architectural components that are woven throughout the renovated facility.

Creation and Launch of a Community Report

Strategic Imperative Theme: Engagement with Community

- Created UFV's first community report entitled St'elt'elawtexw which means "community" in Halq'emeylem. The publication was launched with immersive experiences at the Chilliwack and Abbotsford campuses, engaging more than 300 UFV community members and showcased a dozen initiatives reflecting the themes of UFV's strategic priorities.

- The publication was leveraged throughout the academic year through a range of platforms in preparation for UFV's 50th anniversary year.
- The launch of St'elt'elawtexw also included a Celebration of Community hosted at EcoFarm in Abbotsford, acknowledging community relationships and partnerships that nurture and sustain UFV. The Celebration engaged 280 guests from throughout the Fraser Valley and beyond.
- The university officially launched UFV 50 Years Forward on April 4, 2024, with simultaneous celebrations in Abbotsford, Chilliwack, Mission, and Hope. Approximately 400 people attended the opening ceremonies in person across the four locations with 150 viewers watching the ceremonies online. The four ceremonies were connected by live broadcast. Together, we commemorated the founding of UFV and celebrated our past, present, and future.

Integration of Sustainable Development Goals (SDG) into Applied Research Frameworks

Strategic Imperative Theme: Applied Research; Engagement with Community

- Throughout the month of March, UFV's Office of Sustainability hosted a series of events as part of their March for Sustainability in collaboration with various units and departments focused on sustainability topics such as climate change, biodiversity, EDI, and gender equity.
- UFV completed its second year as a member of the United Nations Academic Impact group and reported back on various initiatives that support the UN's Sustainable Development Goals. These and other SDG initiatives were also captured in the annual Sustainability Report for 2023-2024.
- The Office of Research and Graduate Studies at UFV hosted its annual Undergraduate Research Day featuring 21 presenters and 94 posters. Topics ranged across a number of disciplines and were anchored in applied research rooted in addressing local issues.
- UFV students partnered with city officials in Abbotsford and Chilliwack on the annual CityStudio Hubbub. These events harness student and faculty expertise to propose and create solutions to challenges identified by civic leaders.

Development of a K-16 Strategy in Collaboration with Fraser Valley School Districts

Strategic Imperative Theme: Personal and Professional Development; Engagement with Community; Lifelong Learning

- UFV convened an Education Leadership Summit with just over 40 education leaders in attendance. The Summit focused on supporting student transition and lifelong learning and was attended by representatives from UFV, School District 42 (Maple Ridge/Pitt Meadows), School District 35 (Langley), School District 78 (Fraser-Cascade), School District 75 (Mission), School District 34 (Abbotsford), School District 33 (Chilliwack), the Ministry of Education and

Child Care, and the Ministry of Post-Secondary Education and Future Skills. Attendees participated in working sessions on five previously identified topics: Support of Indigenization and Indigenous youth and education; Support for historically marginalized learners from equity-seeking groups; Learner-centered pedagogies; Assessment practices: Dispelling Myths; and Cohort based/dual credit.

- Following the Summit, five Learning Exchange Webinars were hosted by UFV in collaboration with School District partners to build on the key topics identified at the Summit. These webinars were:
 - » Innovative pedagogies to support student success
 - » Facilitating math and science readiness
 - » K-16 Assessment: School Districts and UFV Listening to Each Other
 - » Indigenization: Moving forward in a good way
 - » Tools for Learning: Trades partnerships with school districts
- Educators from the School Districts were then invited to participate in UFV's Teaching and Learning Annual ConnectED Conference in May. A panel discussion around the impact of the Learning Exchanges was hosted as part of the Conference.

Expanding and Enhancing Ongoing Implementation of EDI Action Plan

Strategic Imperative Themes: Equity, Diversity, and Inclusion; Personal and Professional Development

- Official launch of the Equity, Diversity, and Inclusion & Anti-Discrimination (EDI-AD) Advisory Committee with membership across UFV.
- UFV launched an Accessibility Plan, established an Accessibility Steering Committee, Accessibility Committee, and developed a feedback mechanism for individuals to share experiences, concerns, or questions about accessibility at UFV.
- The Office of Equity, Diversity, and Inclusion hired a full time Human Rights Advisor.
- The Office of Equity, Diversity, and Inclusion, together with the AVP Teaching & Learning, and Continuing Education have initiated the development of an EDI micro-credential with potential launch in 2025.
- UFV launches our new Institutional Learning Outcomes in June. While EDI is infused across the Learning Outcomes, #7 is "Advocate for Equity, Diversity, and Inclusion."
- UFV has offered ongoing EDI and Human Rights training and learning opportunities via presentations, lunch and learns, in addition to the Human Resource office PD options.
- The Office of Equity, Diversity, and Inclusion offers ongoing EDI and Human Rights consultation and advisory support on marketing and communications, to staff and administration, students, and faculty.
- Office of the President in collaboration with the Office of Equity, Diversity, and Inclusion produced the annual EDI Wall Calendar.

Embracing Frameworks for Social Change and for Assessing UFV Impact

Strategic Imperative Themes: Engagement with Community; Personal and Professional Development; Lifelong Learning; Applied Research

- UFV continued its engagement with Ashoka Canada in working towards being recognized as a designated Changemaker Campus. Twenty faculty and staff from UFV participated in the inaugural Leading Social Impact in Post-Secondary Education micro-credential delivered by Royal Roads University in collaboration with Ashoka Canada. The cohort identified a number of priorities to assist UFV in establishing the key systems needed to infuse Changemaker principles throughout the University.
- The (P)artnership, (A)gency, (I)nclusion, and (R)ecognition (PAIR) tool was created in collaboration with the Office of Community Engagement and the Community Health and Innovation (CHASI) Hub to inform decision making and evaluation of new programming and partnership opportunities. The PAIR tool was presented at the 2024 Changemaker Education Research Forum and through other conferences in 2024.
- UFV also continues its engagement with a pan-Canadian and global network through the Canadian Carnegie Classification launching in 2024.



UFV ACTIVITY TOWARDS KPIS AND THE ISP:

A Narrative by Strategic Imperative Themes

This is the third annual Key Performance Indicators (KPI) Narrative, offering a selection of activities that advance UFV towards achieving its KPIs, which align with the Integrated Strategic Plan, **IYAQAWTXW—House of Transformation**. The activities are organized by the seven strategic imperative themes listed in the *IYAQAWTXW* Implementation Plan. For each theme, we list the relevant KPIs with the baseline data and updates from the past three years. External bodies occasionally make minor retroactive changes to historical data.

Strategic Imperative
Theme One:

Indigenization & Reconciliation



UFV is committed to implementing the recommendations of the Truth and Reconciliation Commission (TRC). We uphold the importance of Indigenous knowledge across all educational levels. Our efforts aim to deconstruct settler colonialism by integrating

Stó:lō ways of knowing and being into the University's core. This commitment aligns with our adherence to the TRC Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).



Our dedication to Indigenization and Reconciliation is evident across various educational touchpoints, manifesting in our curriculum, co-curricular activities, and extracurricular engagements. Notable initiatives include Indigenization of the collective agreement through recognition of Indigenous service and scholarship streams and Indigenous Sabbatical Projects. UFV awarded honorary Doctor of Letters degrees in June 2023 to Naxaxalhts'i in recognition of his key role in bridging Indigenous and Western approaches to preserving stories and culture, and to Mike Retasket, a knowledge keeper, practitioner, and educator, for his long and diverse commitment to learning and sharing complex Indigenous history.

To Indigenize curriculum and pedagogy, UFV offers sessions such as "Chat-Reconciliation," Educators Journey Towards Reconciliation, Weaving Knowledge Systems, and Territory Acknowledgement workshops. Members of the Teaching and Learning Center (TLC) contribute to program development and curriculum committee strategies to embed Indigenous content, resources, and learning principles across disciplinary fields. Additional resources in the form of Elders Welcome Guidelines and curricular materials are provided on the TLC website and in one-to-one consultations with instructors. Lorna Andrews, Learning Specialist in Indigenization, is working alongside Amea Wilbur, Assistant Professor in Adult Education, to co-develop a course on Indigenous epistemologies and pedagogies.

The UFV Peace and Reconciliation Centre, in partnership with Continuing Education and collaborating with a group of Stó:lō agencies, continues to offer a program named *Xwelítem Siyáya: Allyship and Reconciliation Building*. This part-time, non-credit initiative aims to help participants enhance their capacity for reconciliation building. It is open to the public and designed for non-Indigenous people who want to learn how to become allies to local Indigenous communities and build reconciliation. The second cohort of this impactful program commenced in early 2024.

UFV works hard to reduce the barriers for Indigenous students to higher education. In partnership with Stó:lō Aboriginal Skills & Employment Training (SASET), UFV continues to provide the Pre-Trades Culinary program, specifically tailored for Indigenous students, emphasizing the integration of educational opportunities with cultural relevance and support. UFV also offers the Explore Trades sampler program in partnership with Seabird Island Community School, a First Nations school.

UFV recognized the National Day for Truth and Reconciliation with the Chowiyes-Xwíthet/Rise Up–Wake Up gathering on the Chilliwack campus. Stó:lō artist Bonny (b.wyse) Graham (Dip GDC '86) created a powerful logo for the event that was featured on the program cover and displayed at the event. In addition, the Rotary Club of Abbotsford Sumas and the Community Health and Social Innovation

(CHASI) co-hosted a presentation from CHASI Faculty Associate Dr. Keith Carlson titled "Identifying and Then Transcending Settler Colonialism: Strategies for Building Genuine Reconciliation."

In November, renowned author Michelle Good visited UFV Abbotsford. Good, a member of the Red Pheasant Cree Nation in Saskatchewan and the author of *Five Little Indians*, joined for a powerful discussion about truth, reconciliation, and the destructive legacy of colonial policies.

Partners and funders also recognize UFV's commitment to decolonization and Truth and Reconciliation. A transformational gift was finalized in November 2023, when UFV received the first \$88,000 in installments that will total \$440,000 over five years from the Bank of Montreal (BMO) to support the Peace and Reconciliation Centre's BMO Collaboratorium, enabling students to gain research experience while strengthening reconciliation efforts across the Fraser Valley.



KPIs Relevant to Indigenization & Reconciliation

KPI: % of total Indigenous students, faculty, and staff

Target: Increase % of each group on annual basis

Year	Permanent Faculty or Staff			Student FTEs		
	Self-declared Indigenous	Total	% Indigenous	Self-declared Indigenous	Total	% Indigenous
2020/21	17	1,024	1.66%	616	7,367	8.36%
2021/22	19	985	1.93%	595	7,385	8.06%
2022/23	26	997	2.61%	635	7,046	9.01%
2023/24	54	975	5.54%	598	7,366	8.11%

Note: Student FTE numbers for 2023-2024 are draft numbers until we receive the performance measure results from the Ministry.

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. Initiatives are classified across two measures: (i) by column, Implemented or Not Implemented, and (ii) by row, the Ministry defined Initiative Status.

Initiative Status	2020/21			2021/22			2022/23			2023/24		
	Impl.	Not Impl.	Total									
Planned		4	4		4	4		4	4		4	4
In Progress	5	14	19		5	5		3	3		3	3
New	9	1	10		1	1		1	1			
New & Ongoing	1	3	4									
Ongoing	4	33	37	33	12	45	33	12	45	38	5	43
Implemented	11		11	16		16	16		16	16		16
Complete	6		6	20		20	22		22	25		25
Grand Total	36	55	91	69	22	91	71	20	91	79	12	91

Strategic Imperative
Theme Two:

Applied Research



Engaging in applied research at UFV is a strategic choice that enables us to achieve our institutional goals of providing students with experiential learning opportunities, generating insightful knowledge that contributes to society, and fostering community engagement.

The primary driver for research at UFV is to provide students with experiential learning



through applied research. This approach includes one-on-one mentoring, a highly effective teaching method, which students often highlight as a pivotal aspect of their undergraduate experience in supporting their further academic pursuits or professional endeavors. This past fiscal year researchers hired 431 undergraduate students to work alongside them on research projects.

Kinesiology student Anna Janzen and her team showcased their research at the inaugural Aging Better Together Symposium at the University of British Columbia in November 2023. Notably, they were the only undergraduate participants presenting their findings at the symposium.

The Collaboratorium, led by the Peace and Reconciliation Centre, provided community organizations with relevant research, while providing students with opportunities to deploy and enhance the research skills they have been developing in their classes.

Welding students worked with local farmers to design a plastic compactor to help make plastic waste more easily transferrable to recycling locations.

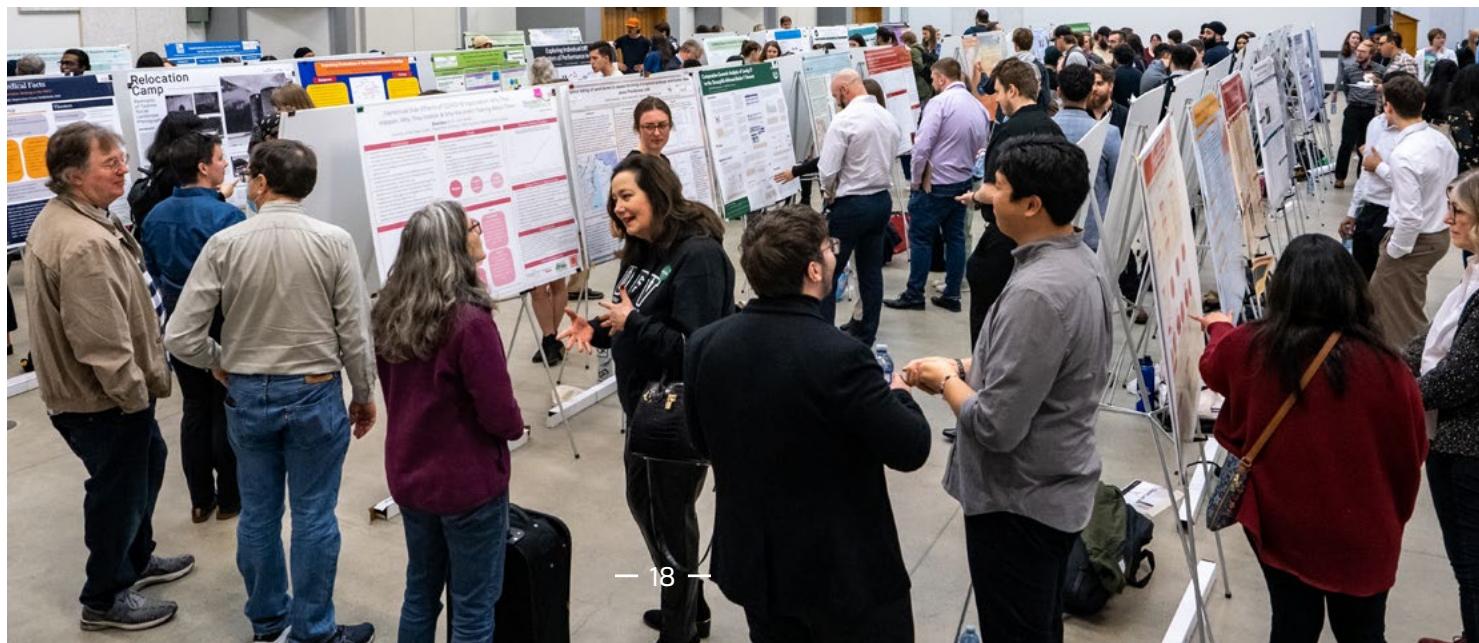
More than 20 student researchers were honoured on May 30 at the annual Undergraduate Research Excellence Awards.

UFV is actively involved in projects promoting social innovation, economic development, and environmental sustainability. Dr. Evan Taylor from Social Work & Human Services presented on cancer research at a summit in Vancouver. Dr. Amir Shabani, a UFV researcher, was recently highlighted in a MacLean's article, gaining national attention for his work on how

robot companions with Artificial Intelligence (AI) can be a potential cure for loneliness. His project uses robots that can detect audio-visual cues, recognize emotions, respond to symptoms of anxiety/depression, and teach new coping strategies, with the goal of assisting the most isolated populations and improving their overall wellness.

Dr. Amea Wilbur, assistant professor in Adult Education, and Dr. Brianna Strumm, assistant professor in the School of Social Work and Human Services, are researching the impacts of trauma in the classroom, hoping to create inclusive and supportive learning environments for university students.

UFV actively collaborates with local, provincial, national, and international bodies to address community challenges. For example, CHASI shared insights with Minister Mike Farnworth, B.C.'s Solicitor General, on crime trends and justice initiatives in November 2023. CHASI also launched the Career and Learning for Life consortium, focusing on research to foster equitable career learning and higher education's role in preparing graduates for the rapidly, and often dramatically, changing world. Reflecting on community resilience, CHASI disseminated findings from their *After the Flood* report, offering insights from the 2021 Abbotsford floods, and engaged in vital



local discussions on economic development and disaster recovery, demonstrating UFV's integral role in community collaboration and scholarly research.

A new partnership has launched between two of Canada's leading agri-food research universities—the University of the Fraser Valley and the University of Guelph. Together, they signed a Memorandum of Understanding aimed at advancing new pathways for sustainable innovation within Canada's \$140 billion food and agriculture industry. First priorities will include the establishment of accelerator workshops, a national network of ag tech players, and funding research and development to scale new innovations into the marketplace.

Dr. Lenore Newman, Director of UFV Food and Agriculture Institute, has been appointed Chair of the Expert Panel on Atypical Food

Production Technologies for Canadian Food Security. To address needs and challenges specific to communities across Canada, the panel has been formed by the National Research Council of Canada and the Council of Canadian Academies to examine areas of advancement in atypical food production technologies to increase local food production in a sustainable manner with innovative food production methods.

UFV's new Centre for High Pressure Research (CHPR) opened in Fall 2023 with \$530,725 in targeted funding from the Canada Foundation for Innovation and the provincial government's BC Knowledge Development Fund. CHPR will aim to better understand how pressure affects chemical and biochemical reactions, creating the opportunity to identify new compounds capable of benefitting a wide range of key sectors.

KPIs Relevant to Applied Research

KPI: Total external research dollars

Target: Increase annually the amount of external research dollars (grants and contracts) generated on an annual basis

Fiscal Year	Annual external research funding (in CAD)
2020/21	3,552,573
2021/22	3,475,739
2022/23	3,359,193
2023/24	5,218,774

Strategic Imperative
Theme Three:

Lifelong Learning



UFV acknowledges that learning is a continual journey and is committed to offering learning opportunities that are inclusive, applicable, and tailored to meet the diverse needs of learners. To achieve this, we provide accessible and adaptable learning options, promote various pathways for students to attain their academic goals and receive appropriate recognition, undertake projects and research initiatives that elevate the quality of life in the Fraser Valley community, and strive to increase community access to UFV's programs.

Demonstrating this commitment, UFV enriches local culture and community engagement through events, arts, film, theatre productions, and outreach activities. This year that included the fourth annual *Interpret* Creative and Performing Arts Festival, a powerful presentation of *the Laramie Project* by UFV Theatre, a series of science Cafés presented by the UFV Library covering topics like chronic pain, the *Exploring Equity Series* by CHASI, the Fraser Valley Writers Festival, POLITALK by the Political Science department, and an exhibit highlighting work from the *Flood Stories* project.

UFV Teacher Education faculty members met with Curriculum Specialists and District Principals in the Chilliwack School District to share current practices and discuss potential research projects.

UFV Open House events, crucial to our recruitment strategy, allow prospective students and their families to connect with our campus and community. The 2023 Open House at the Abbotsford campus and the “Leap into Trades” event at the Chilliwack campus in 2024 both drew large audiences, highlighting the effectiveness of our marketing strategies.

UFV hosted six convocation ceremonies in 2023 at the Abbotsford Campus, which helped build a sense of pride in our campus and the broader community.

In line with enhancing the student experience, UFV’s Web Transformation Project aims to simplify the journey from interest to enrollment through an improved website. Parallelly, the

ongoing Rebrand Project, set to officially launch in 2025, will refresh UFV’s public image, aligning it with the University’s evolution, values, and future direction.

Additionally, UFV’s targeted marketing campaigns, like the one for the Certified Dental Assistant program, exemplify our approach to attract students to suitable programs, bolstering their educational and career success.

The Faculty of Applied & Technical Studies staff visited Mennonite Educational Institute to present Trades Career pathways to four separate Career planning classes, meeting with 60 Grade 12 students.

UFV student, Gerry Eggert, is defying age stereotypes and inspiring students of all generations with his persistent pursuit of education at the age of 82. With five or six semesters left before he earns his degree, Gerry is proving that it is never too late to chase your dreams and inspire others along the way.



KPIs Relevant to Lifelong Learning

KPI: # of students by credential type

Target: Ensure that the strategic balance in the % of credentials is consistent with UFV's access mandate

Credential Type	Fiscal Year							
	20/21	20/21 %	21/22	21/22 %	22/23	22/23 %	23/24	23/24 %
Advanced Certificate	19	0.1%	19	0.1%	17	0.1%	13	0.1%
Apprenticeship	277	1.9%	385	2.7%	416	2.9%	408	2.6%
Associate Degree	190	1.3%	133	0.9%	174	1.2%	349	2.2%
Baccalaureate Degree	6,831	47.2%	7,016	48.4%	6,953	48.6%	7,294	45.7%
Certificate	893	6.2%	959	6.6%	898	6.3%	986	6.2%
Developmental Credential	554	3.8%	400	2.8%	377	2.6%	357	2.2%
Diploma	4,251	29.4%	3,639	25.1%	3,657	25.5%	4,324	27.1%
Graduate Certificate	68	0.5%	64	0.4%	46	0.3%	24	0.2%
Graduate Diploma		0.0%		0.0%	1	0.0%	1	0.0%
Masters Degree	80	0.6%	73	0.5%	31	0.2%	54	0.3%
None	1,252	8.6%	1,764	12.2%	1,705	11.9%	1,925	12.1%
Post-degree Certificate	23	0.2%	18	0.1%	21	0.1%	31	0.2%
Post-degree Diploma							128	0.8%
Short Certificate	36	0.2%	29	0.2%	25	0.2%	66	0.4%
Grand Total	14,474	100.0%	14,499	100.0%	14,321	100.0%	15,960	100.0%

Microcredential Data		
Term	Registrations	Unique Headcount
Winter, 2021	176	74
Fall, 2023	43	43

Note: A Microcredential is not a program. All students in Microcredentials are also in a UFV program and are in a Credential type above.

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)

Area	Fiscal 2020/21		Fiscal 2021/22		Fiscal 2022/23		Fiscal 2023/24	
	Students/ Total Headcount	Part'n Rate	Students/ Total Headcount	Part'n Rate	Students/ Total Headcount	Part'n Rate	Students/ Total Headcount	Part'n Rate
PLAR	12/ 14,474	0.08%	9/ 14,499	0.06%	14/ 14,321	0.10%	19/ 15,960	0.12%
Developmental Credits	1,362/ 14,474	9.41%	1,123/ 14,499	7.75%	1,108/ 14,321	7.74%	1,237/ 15,960	7.75%
Dual Credit Programs	97/ 14,474	0.67%	118/ 14,499	0.81%	119/ 14,321	0.83%	158/ 15,960	0.99%
Concurrent credits	88/ 14,474	0.61%	87/ 14,499	0.60%	79/ 14,321	0.55%	6/ 15,960	0.04%
Transfers from other PSI's	1,023/ 14,474	7.07%	1,068/ 14,499	7.37%	1,069/ 14,321	7.46%	1,351/ 15,960	8.46%

Note: In FY 2023-2024, the method for recording Dual Credit and Concurrent activity in Banner changed. Some activity that was previously counted as Concurrent credits is now counted as Dual Credit Programs.

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

Year	% of UFV programs that can ladder into another program
2020/21	89%
2021/22	90%
2022/23	91%
2023/24	94%

Strategic Imperative
Theme Four:

Student Experience & Success



UFV is engaged in being a Student-Ready university. Student engagement and success are central to UFV's mission. UFV believes in student success through the social, intellectual, physical, and personal development required for employment, entrepreneurship, further education, and responsible citizenship. At the University, these skills are developed both within and outside of the classroom and are tied to the Institutional Learning Outcomes.

The curriculum at UFV aims to foster interdisciplinary and integrated forms of engagement, exemplified by the Supported Learning Groups (SLG) program. This peer-to-peer teaching initiative, driven by faculty requests, supports challenging courses and significantly benefits both student participants and SLG Leaders in terms of skill development and academic performance.

Experiential learning at UFV extends beyond traditional classroom settings, offering co-op and internship opportunities across various departments, including Institutional Research and Planning, Facilities Management, Office of Sustainability, and Information Technology Services. These opportunities are pivotal in enhancing student success.

The Centre for Experiential and Career Education facilitated a community engagement project that promoted hands-on learning experiences. The project benefitted over 250 students and was partly funded by Canada's Innovative Work-Integrated Learning Initiative and CEWIL Canada's iHUB.

Dr. Stefania Pizzirani's GEOG 331 class ventured to Chilliwack's Browne Creek Wetlands, collaborating with Natasha Cox of the Fraser Valley Watershed Coalition, enriching the students' environmental studies with hands-on experience.

UFV's Culinary Arts students showcased their skills with a capstone project, treating the public to themed cuisine from Mexico, Japan, and France, highlighting their culinary expertise.

UFV Welding students helped weld and install the Shakespeare Reconciliation Garden information plaque on the Chilliwack campus.

As a reflection of the University's commitment to broadening students' academic and cultural experiences by encouraging them to engage in global learning environments, there was a 50% increase in outbound UFV students who studied abroad in Winter 2024.

UFV works alongside student associations and clubs to offer a range of programs, activities, and events. Students are further supported by a variety of student services and learning opportunities. For example, the

Physics Students Association hosted an event called "Grad School Information Session" in September 2023. Most of the upper-level physics and math students attended this information session.

Through the Chilliwack Junior Boccia Program, UFV Kinesiology students are creating an opportunity for youth with physical disabilities to be active and social. These UFV students appreciate the experiential education opportunity and being part of a vibrant team atmosphere.

The Student Support Centre helps students navigate university policies and challenging circumstances while connecting them to resources. This year, the previous Priority Access to Student Support was retitled as a Student Support Referral, and the website was updated with easily navigable information. The changes were made with a trauma-informed lens and with accessibility in mind.

Thanks to the Prospera Foundation's generous \$200,000 contribution, the Student Wellness Centre has been able to grow its presence in Chilliwack, expand its peer-led programming, and improve its efforts to support and empower student well-being.

A testament to our commitment to student well-being is the new 398-bed student housing building on the Abbotsford campus, set to enhance our campus community upon completion in summer 2025. The six-storey building will feature a variety of living arrangements, with accessible units on every floor. UFV president Dr. Joanne MacLean said, "Creating this new opportunity on a UFV campus is another example of our commitment to being a student-ready university—one that's proud to engage learners, transform lives, and build community."

The Ministry of Post-Secondary Education and Future Skills is providing one-time targeted funding of up to \$432,127 that will pay for three high-tech simulation mannequins along with an automated medication dispensing system. This initiative supports the expansion of UFV's Licensed Practical Nursing Access Health program.

Students in UFV's Construction Electrician certificate program got their hands on new technology as BC Hydro donated 20 smart Itron energy meters to the University.

Financial support through UFV's Emergency Fund has been crucial, aiding over 90 students during the 2023 transit strike.

Our vibrant campus life is highlighted by events like the in-person UFV Career Fair in March 2024, providing valuable networking and career exploration opportunities.

The Digital Signage Project is underway, connecting UFV campuses with a central form of communication. Twenty-seven linked TV displays are currently placed at key locations on the Abbotsford and Chilliwack campuses to provide pertinent information at a glance. Ten more are coming in the summer, including displays in Hope, Mission, and Clearbrook.

UFV's digital network, online security, and cloud integration have all vastly improved in 2023 and more upgrades are coming to create a faster, more reliable system.

In the recent Pacific Agriculture Show in Abbotsford, Mwenda Dyck, a student in UFV's Agriculture Technology department, competed in the "seedlings" category—for students or recent graduates with emerging agricultural companies or ideas for an agri-business.

The UFV Enactus team earned a semi-finalist trophy in the 2023 Enactus Canada National Exposition, securing a place amongst the top 20 Enactus teams representing universities from across Canada. The team showcased three of their ongoing projects, including the Big Brain Literacy program, which covers financial literacy, Fraser Valley AgroConnect, and Oak & Earth, focused on social enterprise, all of which aim to make a positive impact on the community.

Four students majoring in human resources management from UFV's School of Business earned first place in two categories at the International Business Ethics and Sustainability Case Competition (IBESCC) held in Los Angeles in April 2023.

UFV Trades students Carla Vergara, Wyatt Rempel, and Gabriella Neufeld put their knowledge to the test at the 2023 Skills Canada national competition in Winnipeg. Carla Vergara led a strong UFV contingent, earning a bronze medal.



KPIs Relevant to Student Experience & Success

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)

Cohort Year	Cohort Size	Retained in Year 2	Retained in Year 3	Year 1 to 2 Retained (%)	Year 2 to 3 Retained (%)
2018	465	387	322	83.2%	83.2%
2019	499	424	341	85.0%	80.4%
2020	517	421	338	81.4%	80.3%
2021	528	434	365	82.2%	84.1%
2022	515	441	NA	85.6%	NA

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

High Impact Practice	Quantifier	NSSE Senior Student Results (%)	
		Survey Year 2019	Survey Year 2023
Service Learning	% At least some courses included a community-based project	63%	66%
Learning Community	% Done or in progress	21%	18%
Research with a Faculty Member	% Done or in progress	26%	25%
Internship or Field Experience	% Done or in progress	43%	44%
Study Abroad	% Done or in progress	7%	5%
Culminating Senior Experience	% Done or in progress	25%	25%

KPI: Graduation Rates

Target: a) Increase graduation rates for degree students by 5 percentage points by 2026

Year Started	Cohort Size	Grad within 6 Years	Grad within 6 Years (%)
2014	415	173	41.7%
2015	388	161	41.5%
2016	384	177	46.1%
2017	410	184	44.9%

Target: b) Decrease the CUSC score of students reporting barriers to graduation to a comparable or lower rate relative to the average for peer Canadian institutions by 2026

CUSC Survey Year	Measure	UFV	Group 1
2021	Share of graduating respondents that indicated delay	56%	43%

Note: Group 1 consists of universities that offer primarily undergraduate studies and that have smaller student populations.

KPI: Teaching Excellence

Target: a) Exceed BC average for quality of instruction

Measure	BC Student Outcomes (BCSO) Survey Group	2019		2020		2021		2022	
		BCSO	UFV	BCSO	UFV	BCSO	UFV	BCSO	UFV
	Diploma, Associate Degree, and Certificate Students	95.1%	95.5%	95.0%	94.4%	95.1%	96.3%	94.5%	93.6%
Quality of instruction rated very good, good, or adequate	Trades-related vocational and Trades foundation	94.6%	100.0%	94.9%	98.0%	94.2%	97.9%	94.6%	90.0%
	Apprenticeship	94.5%	97.8%	94.7%	96.1%	94.0%	98.0%	92.3%	89.6%
	Baccalaureate Graduates	94.1%	97.3%	93.6%	93.5%	92.2%	95.0%	91.2%	94.3%
	Overall average	94.8%	96.4%	94.7%	94.4%	94.0%	95.9%	93.3%	93.6%

Note for this and next 2 tables: Starting with 2023 KPI reporting (2021 BGS survey year and on), the Baccalaureate Graduates Survey performance measure results include Research Universities. BGS results for the 2019 and 2020 survey years do not include Research Universities.

Target: b) Exceed BC average for satisfaction with education

Measure	BC Student Outcomes (BCSO) Survey Group	2019		2020		2021		2022	
		BCSO	UFV	BCSO	UFV	BCSO	UFV	BCSO	UFV
Very satisfied or satisfied with education	Diploma, Associate Degree, and Certificate Students	91.3%	89.9%	91.7%	88.8%	91.6%	89.3%	90.4%	88.8%
	Trades-related vocational and Trades foundation	92.8%	95.7%	93.5%	93.6%	90.8%	97.8%	89.0%	82.5%
	Apprenticeship	92.1%	97.8%	92.8%	100.0%	91.3%	100.0%	88.0%	91.7%
	Baccalaureate Graduates	93.7%	96.9%	92.5%	90.8%	91.6%	94.2%	89.0%	91.6%
	Overall average	91.9%	92.9%	92.2%	90.1%	91.5%	92.0%	89.7%	89.6%

KPI: Employability skills

Target: Exceed BC average for % of students who report knowledge and skills gained in program were useful in performing their job

Measure	BC Student Outcomes (BCSO) Survey Group	2019		2020		2021		2022	
		BCSO	UFV	BCSO	UFV	BCSO	UFV	BCSO	UFV
Knowledge and skills gained very or somewhat useful in performing job	Diploma, Associate Degree, and Certificate Students	86.5%	87.2%	87.5%	86.5%	84.9%	80.9%	84.6%	80.2%
	Trades-related vocational and Trades foundation	89.5%	87.8%	89.1%	86.4%	87.4%	90.2%	86.7%	90.6%
	Apprenticeship	93.3%	97.7%	93.6%	100.0%	92.7%	96.0%	90.9%	92.9%
	Baccalaureate Graduates	90.5%	89.6%	91.7%	90.6%	86.7%	85.4%	85.1%	87.5%
	Overall average	88.2%	88.5%	88.9%	88.3%	86.2%	83.6%	85.3%	83.3%

Strategic Imperative
Theme Five:

Equity, Diversity, and Inclusion



UFV's commitment to Equity, Diversity, and Inclusion (EDI) is manifested through various initiatives aimed at removing barriers and supporting individuals from marginalized and underrepresented groups. The University emphasizes cultural awareness and belonging through its annual [EDI wall calendar](#), showcasing various observances and fostering a sense of inclusion.



UFV actively promotes gender inclusivity in trades by offering "Woman of Steel"—a tuition free program, in partnership with the Canadian Welding Bureau Welding Foundation and the BC Centre for Women in the Trades. This was a 16-week pre-apprenticeship program that was designed to give female identifying students the opportunity to gain skills and training required to gain an apprenticeship in the welding industry. The program included wrap around supports and mentoring of participants.



UFV has introduced Gender Affirmation Leave and confirmed Gender Affirmation support funding.

On International Women's Day 2024, UFV held a panel discussion as one of the 2024 President's Leadership Lecture Series, featuring notable speakers, including BC Provincial Health Officer Dr. Bonnie Henry, Dr. Shahana Alibhai, Eryn Braley, and Ray Kelly. Panelists discussed impactful topics and shared empowering stories, including efforts in combating systemic racism in healthcare.

UFV provided ongoing training on cultural humility, culturally responsive pedagogy, and the facilitation of a cross-institutional group of faculty and staff through the Building Community Across Cultures, which involved an international experience in India in February 2024.

UFV is contributing to culturally sensitive and trauma-informed first aid training through a newly launched English for First Aid program.

UFV's Continuing Education faculty has partnered with the Teaching and Learning Centre, and Archway Community Services, producing new curriculum that better reflects the diversity of learners.

As part of EDI commitment, UFV has aligned with the Accessible British Columbia Act by establishing an Accessibility Committee, an Accessibility Plan, and a feedback mechanism. These represent UFV's effort to foster awareness and discuss strategies for increasing inclusion and accessibility at UFV.

The Academic Success Centre hosts Accessibility Lab twice a week, bringing an array of adaptive technologies and expertise to students and faculty.

Several new student awards, including Women in Need Annual Bursary, Bakker and Kaayk Annual Leadership Award, the 70th Anniversary CFUW (Canadian Federation of University Women) Abbotsford Annual Leadership Award, and the AU BAK

LING / Auguston Town Development Inc. Annual Award, have been established to serve individuals from marginalized and underrepresented groups.

UFV's Giving Tuesday Campaign in November 2023 aimed to address student food insecurity. The community contributed over \$36,000 to the UFV-SUS Food Bank.

UFV Today publishes stories that amplify diverse voices, to foster a culture of inclusivity and varied perspectives within the UFV and alumni community.

In addition, UFV supports and promotes inclusivity-focused events such as Pink Shirt Day, Tea Dance and Queereoke, alongside extending support for the Queer Reviewed community group. UFV supports the Pride

Collective, a student-led organization that strives to make the University a safer and more inclusive place to be. Events include movie nights, drag shows, album release listening parties, and more. They partner with local businesses and community resources like the Fraser Valley Youth Society and support Pride events in Chilliwack and Mission.

In mid-September, the display of Pride flags at UFV was targeted by theft or vandalism. Coverage from the Abbotsford News and Fraser Valley News highlights why it is so important to have visible displays of Pride on campus, in the context of recent homophobic and transphobic protests in the Fraser Valley and across Canada. At the main entrance to the Abbotsford campus, UFV has installed a permanent Pride flag on the outside of the skywalk between buildings.



KPIs Relevant to Equity, Diversity, and Inclusion (EDI)

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

Stage	Fiscal 2020/21		Fiscal 2021/22		Fiscal 2022/23		Fiscal 2023/24	
	# of Items	%						
Planning	10	25%	1	3%	1	3%	1	3%
Ideation	8	20%	13	33%	12	30%	8	20%
In Progress	14	35%	18	45%	18	45%	21	53%
Complete	8	20%	8	20%	9	23%	10	25%
Total	40	100%	40	100%	40	100%	40	100%

KPI: # of countries with more than 10 students represented by international students

Target: Increase # of countries that meet this criterion on an annual basis

Year	# of countries with more than 10 students represented by international students
2020/21	6
2021/22	9
2022/23	12
2023/24	15

Strategic Imperative
Theme Six:

Personal & Professional Development



UFV is committed to fostering the personal and professional development of its faculty and staff. Recognized as one of British Columbia's top employers for the tenth consecutive year in 2024, UFV demonstrates its commitment through a holistic approach to employee wellness, including a comprehensive suite of resources and programs aimed at supporting both physical and mental health.

UFV offers employees access to online learning platforms like LinkedIn Learning. This platform, introduced as a one-year pilot program in 2024, offers employees a wealth of digital tutorials, courses, and curated learning paths taught by industry experts, enabling them to enhance their skills and career growth at no extra cost.

UFV provides a variety of workshops and events, for example, Human Resources Learning Series and the Employee Welcome Back BBQ. The workshops and events cover topics including holistic assessment, culturally responsive pedagogies, and technology Integration.

The HOPE3 strategy by UFV Teaching and Learning Centre provides a comprehensive, evidence-informed set of guidelines for use by faculty and instructors. Included in this toolkit are Guidelines for AI, Accessibility, Online Instruction, and Apps and Tools. They are intended for use by faculty and instructors in developing syllabi and course activities.

Learning Designers at the Teaching and Learning Centre are the first point of contact for faculty who seek support. They provide technical design suggestions, and pedagogy suggestions. Learning Specialists present across the institution in venues including department retreats, faculty council meetings,

Undergraduate Education Committee, and policy working groups.

The Launch Program aims at supporting newly hired faculty. This year faculty participants in the program will earn a micro credential badge for their involvement.

UFV supports its employees with various financial aid and leave options, such as professional development and training funds, tuition waivers, and sabbatical leaves, among others. The Professional Development allocation was increased from \$1,500 to \$2,000, underlining UFV's investment in its employees' growth.

The Alumni Engagement team extends its support beyond current employees, offering development opportunities for alumni and students through events and webinars. Collaborations with external partners provide practical insights into topics like money management and career advancement.



KPIs Relevant to Personal and Professional Development

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

Fiscal Year	Number of Faculty and Staff Engaged in Professional Development Activities	Total	% Participation in PD
2020/21	285	1,024	27.8%
2021/22	293	985	29.7%
2022/23	469	997	47.0%
2023/24	542	996	54.4%



Strategic Imperative
Theme Seven:

Engagement with Community



UFV is deeply committed to fostering robust connections with the communities it serves. It embraces a multifaceted approach to community engagement that spans local, regional, national, and international levels. This commitment is reflected in UFV's comprehensive strategy to enrich its community ties and initiatives across various domains of social innovation, athletics, environmental sustainability, and alumni relations. In September 2023, UFV launched the immersive [St'elt'elawtxw: UFV Community Report](#), highlighting community-engaged UFV initiatives and partnerships.



In the summer of 2023, UFV collaborated with Ashoka Canada and Royal Roads University to co-create an experimental pilot learning journey to support Change Leaders and a Change Team to advance their own professional development as systems leaders, and equip UFV community with the insights, tools and leadership to transform the institution. A cohort of 20 volunteer employees from across UFV took part in their changemaking journey which culminated in a UFV Ecosystem Scan & Action Plan document. Their work highlights the many things we are doing at UFV to further advance

social innovation and changemaking across higher education. The recent development of our Institutional Learning Outcomes and the work we are engaged in to be a Student Ready university are examples of this.

The University continued to take steps toward a more sustainable future, including developing Sustainability and Climate Resilience Plans to advance United Nations Sustainable Development Goals, establishing connections with sustainability professionals at various levels of government and other post-secondary institutions, and sustainability initiatives such as installing a gas absorption Heat Pump Demonstration system at TTC. UFV has actively engaged in the Association for the Advancement of Sustainability in Higher Education STARS (Sustainability Tracking, Assessment, and Rating System) framework and been awarded a Silver rating. The utilization of the STARS reporting mechanism provides students and the wider UFV community with a transparent demonstration of our commitment to fostering a sustainable learning environment. Beyond the aspect of recording our ecological footprint and upholding our responsibilities, this framework serves as an invaluable tool to identify areas of potential improvement.

March for Sustainability returns in 2024 with more events than ever before. Events address sustainability topics such as climate change, biodiversity, EDI, and gender diversity.

More than 100 UFV employees and students participated in the third-annual Campus Ecochallenge, producing impressive results. Between Oct 10 and Nov 10, 2023, they worked on building healthy and sustainable habits, choosing from a list of more than 100 actions in nine categories: waste, food, health, transportation, energy, community, nature, water, and simplicity. Examples included buying from a farmer's market, disconnecting from email, or using a reusable water bottle.

Participants tracked their activities and earned points for success.

UFV's hosting of the 2024 Canada West Basketball Championships not only showcases its athletic prowess but also its commitment to sustainability, as evidenced by the transition to energy-efficient LED lighting in its Athletic Centre. These upgrades underscore UFV's holistic approach to community engagement, blending athletic excellence with environmental stewardship.

The Community Engagement portfolio at UFV is guided by the PAIR principles—partnership, agency, inclusion, and recognition—forming a foundational model for decision-making and evaluation. The portfolio's strategic fundraising initiatives, including the UFV 50 Years Forward Campaign and the UFV 50 Program Fund, illustrate a strategic approach to building lasting partnerships and fostering community-backed projects, particularly in celebration of UFV's 50th Anniversary. UFV 50 Years Forward celebrates this milestone year with a series of events, communications, and visual elements designed to honor the past, celebrate the present, and build for the future.

UFV's Ripple Makers program and various community-centric events, such as the Matrix Meal/ Fraser East Overdose Response Project (FEOR) Dinner and Dialogue, exemplify the institution's commitment to acknowledging and engaging with its community members and partners. UFV's Ripple Makers program celebrates valued donors and partners including alumni for the ripple effect their gifts create in education, innovation, and prosperity within the UFV community. UFV hosted the Matrix Meal/ FEOR Dinner and Dialogue which provided an opportunity to gather over a meal with community members, share knowledge and insight, and engage in conversation about the social and family impacts of the opioid crisis.

UFV has been engaging with City of Chilliwack stakeholders, Indigenous groups, industry, and Canada Education Park regarding UFV's Chilliwack Campus Master Plan.

UFV's Teacher Education department recognized UFV alumna Danielle Rowand as an outstanding mentor for her work with UFV Bachelor of Education students.

UFV sponsors and supports a range of community initiatives throughout the Fraser Valley, demonstrating a strong commitment to building community. UFV partnered with the Ann Davis Transition Society to host a luncheon and symposium in Chilliwack in honor of Victims and Survivors of Crime Week in May 2023. In 2023, UFV supported United Way BC's Workplace Giving Campaign, raising close to \$8,000 for three vital areas: food

security, children and youth, and community. UFV also sponsored the Coldest Night of the Year in Chilliwack in February 2024, supporting local charities helping people in need. UFV also has a longstanding partnership with the Canadian Blood Services, inviting them to campus for their mobile blood donation clinics twice per year.

The University's alumni engagement efforts, highlighted by panel discussions and keynote presentations, demonstrate UFV's dedication to connecting students with alumni, offering valuable insights and industry perspectives. These initiatives, alongside significant fundraising events like UFV Giving Day, illustrate the University's commitment to leveraging its community ties to enhance educational opportunities and student support.

KPIs Relevant to Engagement with Community

KPI: % of students entering UFV 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

High School Graduating Year	PSI School Year	Total Fraser Valley College Region Immediate Transitions to BC PSI	Fraser Valley College Region Immediate Transitions to UFV	Proportion
2018/2019	2019/2020	1,482	986	66.5%
2019/2020	2020/2021	1,379	898	65.1%
2020/2021	2021/2022	1,469	913	62.2%
2021/2022	2022/2023	1,420	885	62.3%

Note: The Student Transition Project report has made minor revisions to its historical data. The most recent results are preliminary.

KPI: Annual Greenhouse Gas Emissions (tCO2e)

Target: Reduce tCO2e by 1/3 (33%) of 2009 levels by 2026: 2,122

Year	UFV Total CO2 Emissions	% Change from Base Year	Year	UFV Total CO2 Emissions	% Change from Base Year
2009	3,167	-	2017	2,701	-15%
2010	3,062	-3%	2018	2,380	-25%
2011	3,235	2%	2019	2,230	-30%
2012	3,277	3%	2020	2,163	-32%
2013	2,566	-19%	2021	2,210	-30%
2014	2,432	-23%	2022	2,474	-22%
2015	2,235	-29%	2023	2,099	-34%
2016	2,338	-26%			

KPI: # of community engaged projects

Target: Increase annually the number of research and scholarly activity projects within the communities UFV serves

Year	Total # of Community Engaged Projects	Partnerships
2020/21	62	39
2021/22	70	57
2022/23	97	66
2023/24	106	94

KPI: Total fundraising dollars

Target: Increase total fundraising dollars generated by 10% on an annual basis up to 2026

Fiscal Year	Fundraising Total Amount CAD	% increase from previous year
2020/21	1,132,267	Baseline
2021/22	2,085,673	84%
2022/23	1,518,062	-27%
2023/24	2,687,262	77%

Words at the End

The year of 2024 marks 50 years since the founding of Fraser Valley College, which has grown and transformed over these decades into the University we are today. The University now has more than 50,000 alumni, just in time for its 50th anniversary. We look forward to continuing the journey as we celebrate, support and continue to build upon the changemaking happening at UFV today.





2024-25 Institutional Strategic Operational Priorities

During the 2024/25 academic year, UFV has identified the following institutional strategic priorities to support the implementation of the Integrated Strategic Plan. Budget commitments have subsequently been aligned within the 24/25 fiscal year to ensure the priorities are adequately resourced.

Implementation of Lálém ye mestíyexw (House of the Peoples)

Strategic Imperative Themes: Indigenization and Reconciliation; Engagement with Community

Under the leadership of Shirley Hardman, AVP Xwexwílmexwawt, the work on implementing the Lálém ye mestíyexw (House of the Peoples) Plan will continue to move forward. The goal of the Plan is to "...provide a structure for Indigenization in which people and their work come together from their distinct areas throughout the university to strengthen their presence and relationships."

A particular focus this year will be:

- Create an Advisory Council of Elders, Knowledge Keepers and Leaders.
- Continued active recruitment of Indigenous staff, faculty, and students.
- As a member institution, fulfilling our commitment to University Canada's commitments to Truth and Reconciliation.

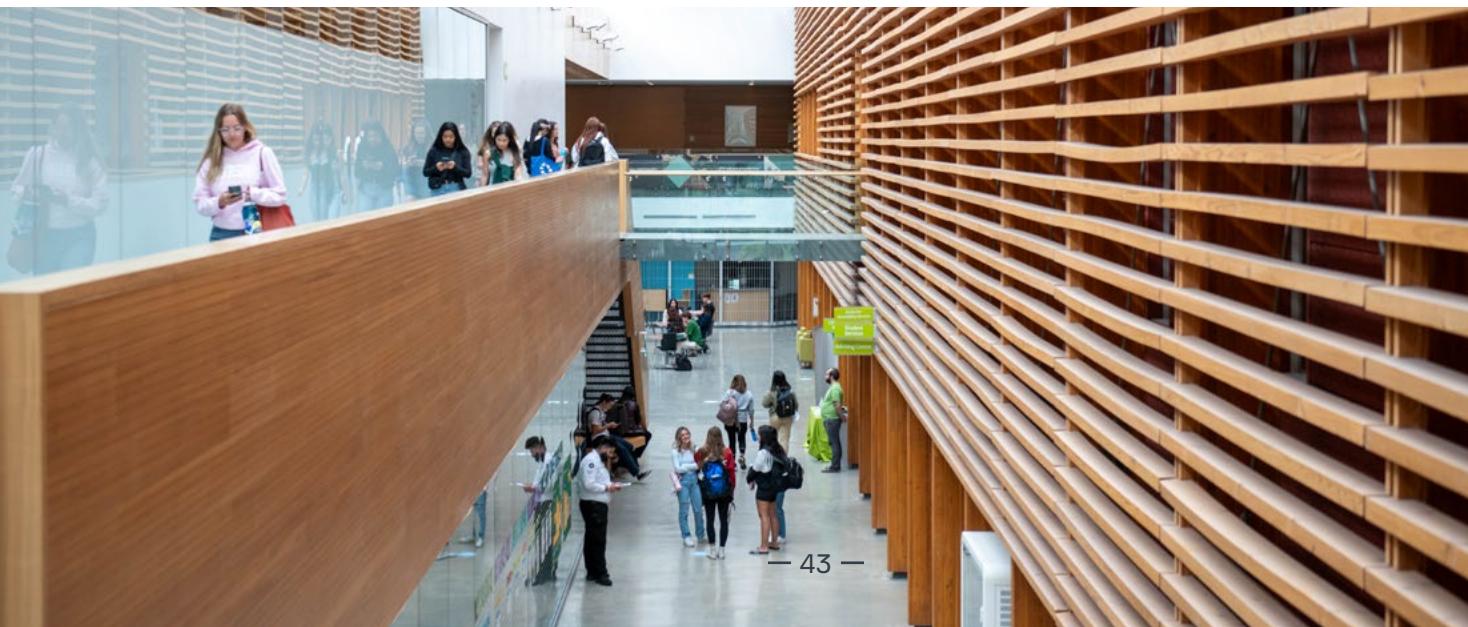
Implementation of Strategic Enrolment Management Plan

Strategic Imperative Themes: Indigenization & Reconciliation; Student Experience and Success; Lifelong Learning; Equity, Diversity and Inclusion; Personal and Professional Development

UFV's Strategic Enrolment Management (SEM) Plan was endorsed by Senate and approved by the Board of Governors in the fall of 2022. Strategically aligned to support the Integrated Strategic Plan, this will mark the 2nd year of the SEM Plan's implementation. With an overall plan to grow enrolments by 23% out to 2030/31, the SEM Plan focuses upon: "Engaging learners, transforming lives, and building communities by positioning UFV to meet the growing educational needs and demands within the Fraser Valley; balanced with, opportunities to welcome international students from around the world."

Building on consultations with Departments, Divisions, Faculties, and Sr. Administrators, the areas of focus this year will be:

- Supporting a Student Ready Framework focused on fostering a welcoming, compassionate, and barrier-free environment where every student has access to the supports they need to thrive.
- Identifying and removing barriers to support access into UFV programs.
- Establishing the framework for a student-centred timetable.
- Supporting curricular review to align with new Institutional Learning Outcomes, enhance flexibility to support student progression, enhance student retention, and identify and remove barriers that inhibit credential completion in a timely manner.
- Continued collaboration with Fraser Valley School Districts to support successful student transition.
- Identify academic programming gaps based on labour market demands and assessing capacity for program proposals that respond to filling these needs.
- Assessment of opportunities for Foreign Credential Recognition under new BC legislation.



Campus Renewal

Strategic Imperative Theme: Indigenization & Reconciliation; Engagement with Community; Lifelong Learning

The Fraser Valley is expected to be one of the fastest growing population areas in Canada over the next several years. Ensuring that UFV has the capital infrastructure to support this growth is critical for a regional university with an access mandate. Throughout the year, a number of capital projects will be at different phases of development and/or completion. Ensuring that these projects align with UFV's strategic plan and remain fiscally sustainable requires careful coordination and oversight. The following are the various capital projects that will be a focus throughout the year:

- Abbotsford Campus: beginning construction on Dining Hall renovations and a new 398 bed student residence.
- Chilliwack CEP Campus: development of a campus master plan that aligns academic planning, community engagement, and campus development.
- Mission Campus: Renovations to be completed by July, 2024 in time to welcome the School of Education to begin their program delivery in August, 2024 and a learning commons focused on Truth and Reconciliation.
- Aerospace Centre: The development of a business case by the Dean of Applied and Technical Studies on the revitalization of the Aerospace Centre located at the Abbotsford International Airport.
- Hope Centre: Community engagement discussions led by the Dean of Education, Community, and Human Development on opportunities that align with the needs of the Fraser Cascade district.

Deepen our Connection and Impact with Community throughout UFV's 50th Anniversary

Strategic Imperative Theme: Engagement with Community; Applied Research

Building from a successful launch of St'elt'elawtxw: UFV's 2023 Community Report led by the Vice-President Community Engagement, UFV is well positioned to deepen our relationships and commitment with community during our 50th anniversary year. This milestone year will honour the past, celebrate our present, and co-create our future, centering the vibrant community that is the fabric of UFV. The 50th anniversary will reinforce the importance of building reciprocal and mutually beneficial relationships to advance community engaged teaching and learning, applied research and innovation, and community partnerships. Aligning our foundational commitments and values with the needs and priorities of diverse communities throughout the Fraser Valley (and beyond) will be at the heart of our engagement strategy.

To achieve this, the following will be prioritized throughout the year:

- Through the (P)artnership, (A)gency, (I)nclusion, and (R)ecognition (PAIR) tool created in partnership with the Community Health and Social Innovation (CHASI) Hub, enhance principled and strategic decision-making and evaluation. We will implement PAIR to measure and report impact of community engagement activities and partnerships, demonstrating accountability with internal and external communities and stakeholders.
- Develop and launch of UFV's multi-channel, multi-platform Fundraising Plan, strengthening the culture of philanthropy at UFV and with the community.
- Launch and implement UFV's Rebrand Project in the 50th Anniversary year.
- Through assessment, consultation, and collaboration with the university and broader community, develop UFV's Community Engagement Framework (to launch in 2025).
- UFV will continue to align its social impact priorities with a number of nationally and internationally recognized and emerging frameworks. We will continue to work towards receiving official designation by Ashoka as a Changemaker Campus in support of our commitment to social-innovation. UFV will also continue its engagement with a pan-Canadian and global community engagement network through the Canadian Carnegie Classification launching in early 2024.
- UFV will continue to support students and faculty in areas of applied research and innovation that align with the needs of the communities in which we work.
- UFV will continue to strive towards addressing the United Nations Sustainable Development Goals (SDGs); particularly at a local level through its commitment as a signatory to the SDG Accord, membership within the United Nations Academic Impact Group, and as a member of University Canada's Action for Net Zero plan that commits Canadian universities to finding sustainable solutions to redress the global climate crisis. Outcomes will be shared with others in an effort to find local solutions that can have a global impact.

Expand and Enhance Ongoing Implementation of EDI Action Plan

Strategic Imperative Themes: Equity, Diversity, and Inclusion; Personal and Professional Development

Launched in 2020/21, UFV's EDI Action Plan identifies and addresses barriers to equity of access and opportunity for students, faculty, and staff. UFV remains committed to achieving the four goals of the Action Plan and to the implementation of the 40 action items identified to help achieve its goals.

A key focus this year will be the following:

- Review of UFV policies related to EDI.
- Activation of an EDI and Anti-Discrimination Advisory Committee.
- Implementation of UFV's Accessibility Framework and identifying and dismantling ableism so that all students, employees, and visitors can fully and meaningfully participate in all facets of our university and in our communities.
- Continual advisory support on EDI and human rights matters via training, tools and resources, and consultation to ensure UFV is a safe space for everyone to learn, work, and participate.

Internationalization Efforts across the University

Strategic Imperative Themes: Equity, Diversity, and Inclusion; Student Experience and Success; Engagement with Community

New regulatory changes at the Federal and Provincial levels impacting international students' access to quality and supportive post-secondary education in Canada and British Columbia have recently been introduced including a cap on the number of study permits to be reviewed annually by IRCC. UFV has identified "creating opportunities for the world to positively interact with the Fraser Valley and for the Fraser Valley to positively interact with the world" as a key strategic imperative. With an international student population reaching 25% of UFV's total student population, it is critical that we continue to ensure that new and current international students receive the high quality of education they have come to expect from UFV.

To ensure that UFV remains a destination of choice for international students, the following will be key areas of focus throughout the year.

- Ensure that UFV's share of the federal and provincial international student cap is strategically aligned and maximized with programs that can best attract and retain international students.
- Ensure adequate and coordinated support services for International students.
- Ensure UFV remains compliant with quality assurance regulations to maintain its Designated Learning Institution status as outlined in BC's International Education Framework.
- Continue to increase UFV's diversity of its international student population through direct recruitment and through pathway opportunities with reputable international partners.
- Continue to provide safe and engaging for-credit international mobility opportunities for current UFV students.
- Develop the business case for UFV to offer an intensive summer program (4 months or less) for international students from partner institutions.
- Promote UFV as a destination of choice for international students.



Visit us to learn more:
ufv.ca/strategic-planning

