



# UPEI STRATEGIC PLAN KEY MEASURES

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The following key measures provide a quick guide to tracking high-level priorities identified within the **UPEI Strategic Plan**. These are only some of the measures UPEI evaluates and reports on a regular basis. In addition, in the fall of each year, UPEI publicly reports on approximately 20 performance measures through *UPEI by the Numbers*, which is published on [upei.ca](http://upei.ca).



## GRADUATION RATE

(% of students that graduate within seven years of study demonstrating UPEI's track record in supporting students to complete their degree programs)



## GLOBAL LEARNING (NSSE)

(NSSE Global Learning module assesses student experiences and coursework that emphasize global affairs, world cultures, nationalities, religions, and other international topics)



## CAMPUS TECHNOLOGY

(% of students, and % of faculty and staff, that indicate on an annual UPEI Technology Survey that they are "satisfied" or "very satisfied" with UPEI technology)



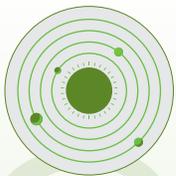
## UPEI MENTAL HEALTH STRATEGY

(achievement of key milestones of the UPEI mental health strategy and related wellness initiatives)



## SUPPORTIVE CAMPUS ENVIRONMENT (NSSE)

(% of students indicating satisfaction in relation to their student experience at UPEI, including issues affecting students' sense of social, academic, and community supports on campus)



## RESEARCH INTENSITY

(average of external funding from all sources per full-time equivalent faculty position as well as UPEI's ranking among Canadian primarily undergraduate universities as reported annually by *Re\$earch Infosource*)



## RESEARCH FUNDING

(funding for research provided by governments, industry, not-for-profit, or private sources external to the University)



## INDIGENOUS INITIATIVES

(internal and external UPEI initiatives focused on the implementation of the recommendations from the Truth and Reconciliation Commission of Canada)



## ALUMNI ENGAGEMENT

(how many of our alumni are participating in UPEI events, partnerships, mentoring opportunities, and donor activities)



## FUNDRAISING

(achievement of *Inspire!* Campaign fundraising goals, as well as ongoing UPEI fundraising targets)

## UPEI STRATEGIC PLAN KEY MEASURES

UPEI provides an overview of its operations and budget planning through the UPEI Operating Budget. This document provides transparency on operational activities, and financial results and planning, as well as multi-year comparable data that is central to the University's strategic focus. The UPEI Operating Budget is approved by the UPEI Board of Governors annually and shared with the University community and public.

In addition, UPEI reports annually on approximately 20 performance indicators through *UPEI by the Numbers*. This update to the UPEI community and the public stakeholders provides comparative data on the following:

- » UPEI Enrolment
- » Change in Enrolment
- » AAU Enrolment Survey
- » Undergraduate Applications and Matriculations
- » Student Origin
- » International Student Origin by Country/Region/Continent
- » Enrolment by Faculty
- » Degrees, Certificates, Diplomas
- » Class Size
- » Student/Faculty Ratio
- » Scholarships and Awards
- » CIS Academic All-Canadians
- » Academic Research
- » Research Chairs
- » University Employment
- » Annual Operating Expenditures
- » Development (Donations and Gifts)
- » Number of UPEI Alumni
- » Building Space/Land Holdings

In addition to these annual performance indicators, ten key priority measures that are directly linked to strategic plan priorities will be tracked over the next five years. A benchmark and a 2023 stretch goal are identified for each. Priority measures will be evaluated and adjusted annually to accurately reflect the current operating environment and new opportunities or challenges that arise.

## UPEI STRATEGIC PLAN KEY MEASURES

### GRADUATION RATE

Graduation rate indicates the percentage of students that graduate within seven years of study, demonstrating UPEI's track record in supporting students to complete their degree programs. In an effort to continuously improve its graduation rate, UPEI focuses on a number of related institutional initiatives that contribute to student persistence and degree completion. These initiatives include, but are not limited to: excellence in teaching and learning; increasing retention; undergraduate student engagement; building the UPEI student experience; enhanced experiential learning opportunities; strong student supports; and new programming offerings.

For the purpose of planning measures, UPEI has used the graduation rate of cohort 2011 who graduated by 2018 (the end of the previous strategic plan period) and estimates percentage increases of 1% to 1.5% annually over the planning period. New initiatives with direct ties to notable outcomes in graduation and improved retention rates are taken into consideration.

**Benchmark (2018): 67.8%**

**Plan Goal (by 2023): 74.3%**

### GLOBAL LEARNING

Beginning in 2020, UPEI will use the National Survey of Student Engagement (NSSE) Global Learning module to assess student experiences and coursework that emphasize global affairs, world cultures, nationalities, religions, and other international topics. The module complements items on the core NSSE questionnaire about student experiences with people from different backgrounds, course emphasis on integrative and reflective learning, and participation in study abroad. Global learning is a priority within UPEI's strategic plan. The University is committed to building programs, services, initiatives, and opportunities that engage our students in transformational knowledge development and help them to

succeed in—and contribute to—our highly interconnected world. This measure will provide UPEI with new institutional data on UPEI students' holistic global learning as well as data that can be used for comparison with other regional and national institutions. The benchmark and related goals will be established in 2020 when UPEI is scheduled to participate in the NSSE survey.

**Benchmark (2020): To be established based on 2020 NSSE survey**

**Plan Goal (by 2023): To be established based on 2020 NSSE survey results**

### CAMPUS TECHNOLOGY

Over the past three years, UPEI has made significant investments in technology through the implementation of an enterprise resource planning system and related technology infrastructure and processes. The new system provides UPEI students, faculty, and staff with enhanced access to accurate, reliable, and timely data. As a result, the initiative has transformed student- and administrative-focused processes and the roles required to sustain them. Further investments in UPEI technology and systems infrastructure and processes will take place over the 2018-2023 planning time frame.

To better understand how campus technology is optimized and user needs are met, UPEI Information Technology Systems and Services will administer a satisfaction survey annually to learn about user experiences and identify opportunities for continual improvements and investments as needed. The first survey will take place in November 2018. This will set the benchmark for satisfaction with Campus Technology and enable the establishment of annual targets.

**Benchmark (2018): First survey to take place November 2018**

**Plan Goal (by 2023): To be determined based on 2018 survey results**

### UPEI MENTAL HEALTH STRATEGY

UPEI has identified the development and implementation of a campus Mental Health Strategy as a priority within the UPEI Strategic Plan (2018–2023). The development of this strategy has been initiated. Between October 2018 and January 2019: a steering committee will be announced; additional human resources identified and resourced; data collection completed; guiding principles, priorities, and goals of the UPEI Mental Health Strategy identified; and budget needs determined. From February to April 2019, the operational alignment of resources and services will be undertaken, and an accountability framework put in place. Strategy finalization and implementation is expected in May 2019.

**Benchmark (2018):** UPEI Mental Health Strategy Steering Committee to be established November 2018  
**Plan Goal (by 2023):** To be determined through strategy development and implementation

### SUPPORTIVE CAMPUS ENVIRONMENT

A supportive campus environment fosters higher levels of student performance and satisfaction. UPEI measures supportive campus environment through NSSE indicators that are used to summarize students’ perceptions of how UPEI emphasizes service and activities that support their learning and development including, but not limited to: academic and learning supports; supports for students’ overall health and well-being; campus activities and events; and encouraging contact among students from different backgrounds. Building an inclusive campus culture that supports and contributes to the well-being of our students and campus is a strategic pillar in the UPEI Strategic Plan (2018–2023).

|                               | First-Year Students  | Atlantic Region Mean |
|-------------------------------|----------------------|----------------------|
| <b>Benchmark (NSSE 2017):</b> | 29.5                 | 31.2                 |
| <b>Plan Goal (by 2023):</b>   | 34                   |                      |
|                               | Fourth-Year Students | Atlantic Region Mean |
| <b>Benchmark (NSSE 2017):</b> | 27.6                 | 28.3                 |
| <b>Plan Goal (by 2023):</b>   | 31                   |                      |

### INDIGENOUS INITIATIVES

UPEI is committed to advancing reconciliation through higher education. Working with the UPEI Indigenous Education Advisory Circle, the UPEI Indigenous Advisory Council, and the Mawi’omi Student Centre, UPEI will identify a framework of initiatives that honour the Truth and Reconciliation Commission of Canada’s Calls to Action by year-end 2018. Development of an implementation strategy including resources and milestones are expected by March 2019. This strategy will work to ensure Indigenous history, culture, and education initiatives are woven throughout the fabric of our University.

**Benchmark (2018):** Development of UPEI Indigenous Initiative framework  
**Plan Goal (by 2023):** To be determined through strategy development and implementation

### RESEARCH INTENSITY

Scholarship, research, and discovery continue to be a strategic pillar for UPEI planning. Through collaborative endeavours and scholarly activities, UPEI seeks to create new knowledge and provide solutions to challenges facing our world. Research intensity is one way in which our University measures our position as a leader in research and innovation. Research intensity contributes to a university’s research prominence and reputation, and is typically measured in terms of research income per faculty member. In 2018, UPEI ranked fourth nationally for research intensity per faculty for primarily undergraduate research universities (RESEARCH Infosource Inc. 2018).

|                             | \$/FTE | Ranking |
|-----------------------------|--------|---------|
| <b>Benchmark (2018):</b>    | 60.00  | 4       |
| <b>Plan Goal (by 2023):</b> | 68.00  | 2       |

## RESEARCH FUNDING

UPEI is home to world-class researchers and talented graduate students. Research funding is fundamental to providing the resources and infrastructure needed to expand opportunities for research, scholarly, and artistic work, and to grow a culture of discovery at UPEI that is core to the development of the next generation of academic, scientific, community, and artistic leaders. Research funding is determined by the amount of funding provided by governments, industry, not-for-profit, or private sources external to the University, usually requiring formal acceptance of terms and conditions by the University related to the performance of the research. Total sponsored research awards and grants were valued at \$11.4 million for UPEI in fiscal year 2017–18.

**Benchmark (2018):** \$14 million  
**Plan Goal (by 2023):** \$16 million

## ALUMNI ENGAGEMENT

UPEI is committed to developing strategies that build UPEI alumni relations, Panther pride, and the University's overall reputation at home and around the world. Alumni engagement continues to be a focus for our University in an effort to increase the number of alumni engaged with UPEI through participation in UPEI activities, philanthropy, and volunteerism. The University uses the following Alumni Engagement Index (measured as a percentage) as the baseline for evaluating success:

$$\begin{aligned} \text{Alumni Engagement} &= \\ \text{Program participation} + \text{Event Attendance} + \text{Volunteerism} + \text{Giving} \\ \text{Alumni Engagement Index} &= \text{Alumni Engagement} / \text{Total Contactable Alumni} \end{aligned}$$

**Benchmark (2018):** 30.3%  
**Plan Goal (by 2023):** 32%

## FUNDRAISING

UPEI launched its *Inspire!* Campaign in support of UPEI strategic priorities in October 2015. The campaign's four key priorities have focused on:

- » scholarships for Experiential and Global Learning opportunities for students;
- » supporting initiatives and advanced equipment needs within Veterinary Medicine;
- » development of UPEI Faculty of Sustainable Design Engineering infrastructure in support of student learning, partnerships, and research; and
- » funding equipment, training, and competition opportunities for UPEI athletics.

As of September 2018, UPEI has raised \$45.4 million of its \$50 million *Inspire!* Campaign goal. This translates into the University raising 90.8% of its goal two-thirds of the way through the completion milestone date. Upon completion of the campaign, UPEI will align itself with industry standards in Canada, which indicate an annual fundraising goal of 2.4% of the institution's overall operating budget. With this in mind (as well as the assumption that the University's operating budget will most likely increase year-to-year, and in consideration of strategic priorities of the University), the Department of Development and Alumni Engagement will set a target of raising a minimum of \$2.5 million each year in donor-funded support through to 2023.

**Benchmark (2018):** 75% of \$50 million *Inspire!* Campaign target [target exceeded]  
**Plan Goal (by 2023):** New fundraising targets will be established in 2019 upon completion of the *Inspire!* Campaign and renewed priorities



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