# UPEI ACADEMIC PLAN

(OCTOBER 2015)



people • excellence • impact









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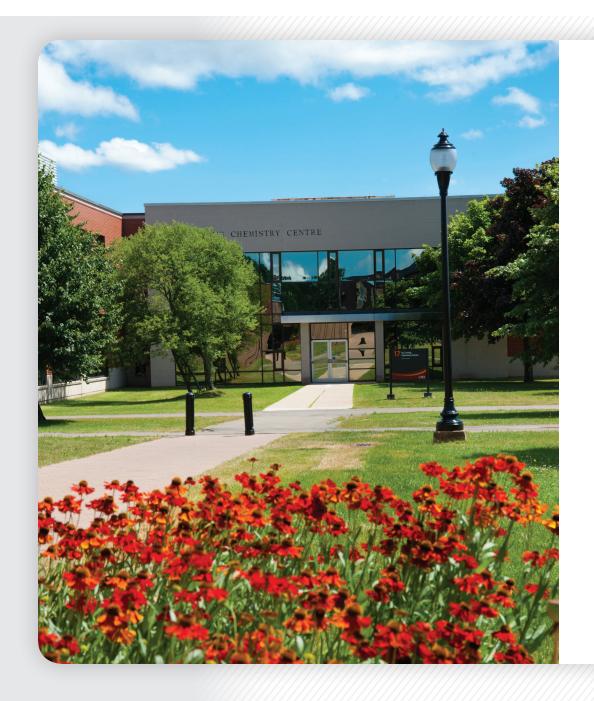
This Academic Plan comes at an exciting and challenging time in Higher Education. The field is globalizing and specializing at the same time. It is being called on to better prepare people for the workforce and still be a place where students can come to find themselves. The development of our Academic Plan also comes at an interesting time in the history of the University of Prince Edward Island. We have evolved from a local liberal arts university mainly serving students from the Island, to one that accepts students from around the globe to an increasing array of professional and graduate programs. We are embracing these changes while committing ourselves to that island context that makes us who we are. We think this balance is at the heart of who we are.

The strength of UPEI is in its people and in its unique position as Prince Edward Island's only university. We see our academic mission as both being true to our heritage but also recognizing our emergence as a small comprehensive university. We have long had strong core offerings in Arts, Science, and Business as well as our professional programs in Nursing, Education and Veterinary Medicine. These have helped shape not only who we are but also the direction of our new offerings: study and research in aquaculture, kinesiology, climatology/erosion, nutrition, early childhood education, leadership and entrepreneurship, economic sustainability, health care, business acumen and veterinary medicine.

The new Sustainable Design Engineering degree, for instance, is building upon an engineering diploma with over a 40-year history at UPEI. We are a campus where you can learn and contribute as a scholar, get to know your community, and have a wide variety of program options. It is this balance between our island way of life and our commitment to learning, research, and service that makes us a special place to work and study.

Given that we are the only university in the province, we are uniquely situated to address/respond to government priorities and community societal needs. We have significant local impact and are an economic engine for the Island. We have global reach. We have a commitment to support all our cultural communities, including continuing to work alongside our Aboriginal partners to contribute to the reconciliation process through higher learning. We have a responsibility to PEI to provide a high quality learning experience, and we have purposefully chosen to look off-Island, and internationally, to further enrich our own community and to bring our work to the world.

The UPEI Academic Plan is a commitment to this balance.



# PROLOGUE

As was seen throughout the Strategic Planning process and now the Academic Planning process, great ideas and practical solutions exist on our campus. Those ideas and solutions are in many cases already being considered and piloted by some programs, by a single unit, or by faculty members. This plan is built with this understanding as its foundation. We need to give our people the tools they need to succeed, to take our home-grown solutions and implement them university wide.

The plan is designed to create official campuswide academic initiatives, assign responsibility for outcomes, and develop an accountability framework to allow us to measure our successes. Each of these initiatives is designed to complement and align with the four pillars of our Strategic Plan by building capacity in our academic departments, in our degree programs, and in our administration. We need to be flexible, strategic, and united if we are to adapt to the changes confronting us in a changing demographic, locally, and with broader shifts in Higher Education as a whole.

# ACADEMIC PLAN GUIDELINES

The first phase of producing this document included a review of strategic, academic, and departmental plans from across Higher Education. Through that research and consideration of feedback received during the consultation process, we affirm the following:

- 1. Our Academic Plan must be an actionable response to issues raised in our strategic plan.
- 2. Our Academic Plan must be an actionable response to issues raised during our consultation process.
- 3. Our Academic Plan will assign direct responsibility to academic units for delivering outcomes to this response.
- 4. Our Academic Plan must include accountability measures that ensure that the work is progressing satisfactorily, and that the initiatives are working for the faculty and for students.
- 5. Our Academic Plan must be concise and comprehensive.
- 6. Our Academic Plan will uphold the principles of academic freedom as stated in the collective agreement: 'academic freedom involves the right to teach, to investigate, to speculate, to publish and to collect and make available library materials without deference to prescribed doctrine and free from institutional censorship.'

#### OVFRVIFW

The targets and initiatives in this plan are the result of two years of consultation with the UPEI community. Each one represents ideas, suggestions, best practices, or concerns that were mined from the consultation process. This draft has been created and vetted by a 22-member committee comprising students, staff, faculty, and representatives from senior administration. It is designed to provide guidance for the next four years of academic work on the UPEI campus.

### RESEARCH METHOD

We used a provisional coding approach with the data that we collected. The original subject categories that we selected were gleaned from the academic responsibilities detailed in the Strategic Plan. From that point, a variety of consultation measures were used and each of those were coded against the Strategic Plan (December survey, public sessions, 20 committee meetings, and academic program surveys). Where aligned, consultation feedback was incorporated into existing initiatives, and where new needs/ideas coalesced, new initiatives were added to the plan. In this way, we have built on the work that was done in the Strategic Plan with further feedback from our campus.

### **EVALUATION METHOD**

This project is designed to have two interlocking evaluation methods. Each initiative is assigned to a particular campus unit or units with an "initiative plan" due date. Included in that standardized first report will be a critical path with successive trimester report dates. Initial evaluation targets are included in this plan and will be expanded upon in the first report. In addition, a faculty "evaluation of the academic plan" will track the success of these projects from the faculty program perspective.

## PROJECT SUCCESS MEASURES

- » Flexible to allow for differences across faculties/programs
- » Reports January, May, September by initiative lead and through evaluation of the academic plan
- » Detailed initiative plan delivered to Senate
- » Baseline and improvement plan for initiatives where applicable



# ENGAGEMENT IN SCHOLARSHIP

### A. ADVANCING UNDERGRADUATE STUDENT SCHOLARSHIP

Boyer (1990) describes four dimensions of scholarship: scholarship of discovery, or creation of new knowledge, scholarship of integration, also framed as cross-disciplinary research, scholarship of application and public engagement, and scholarship of teaching and sharing knowledge. Evidence shows that students who are engaged in scholarship early in their academic careers are more likely to persist with their academic careers. We have a long tradition at UPEI of projects that support scholarship amongst students, including case competitions, Honours programs, undergraduate conferences, and programs such as Student as Scholar and SPUR (Summer Program for Undergraduate Research). It is incumbent upon the university to support and enhance these research opportunities for undergraduate students and to develop new opportunities that reflect the continually evolving landscape of research in all academic disciplines.

#### **INITIATIVE 1: UNDERGRADUATE RESEARCH SUPPORT**

**Goal:** Provide programmatic, administrative and financial

support for undergraduate student scholarship

**Description:** Design and deliver programmatic, administrative

and financial support for existing undergraduate research programs (e.g., Student as Scholar, SPUR)

and for individual student awards (e.g., Tri-council Undergraduate Student Research Awards (USRA), UPEI Student Research Awards (SURA), industry

sponsored USRAs (IUSRA))

**Responsibility:** Vice-President Research and Graduate Studies

Initiative plan due: January 15, 2016

Success measures: Number of students involved in publications

of all types: reports, peer reviewed papers, networked participatory scholarship, editorials; number of student research grants; number of students engaged in research; number of students acknowledged in publications; number of student

records (e.g., Honours Theses) deposited in

islandscholar.ca; research report improvement plan

**Current Status:** In progress and in development

#### **INITIATIVE 2: UNDERGRADUATE RESEARCH RECOGNITION**

**Goal:** Recognize all forms of undergraduate student scholarship

**Description:** Support existing activities and foster new processes

and supports which recognize undergraduate students for their presentations, publications, research grants

and community outreach

**Responsibility:** Deans/Vice-President Research and

**Graduate Studies** 

First report due: January 15, 2016

**Success measures:** Creation of a baseline of student research

success, including reports, peer reviewed papers, networked participatory scholarship, editorials; creation of a newsletter for student and faculty accomplishments; increased focus on IslandScholar, including social marketing of new additions to the database, new services for impact factor analysis, accommodations for new research communication media (e.g., video recordings)

**Current Status:** In progress and in development

### **INITIATIVE 3: UNDERGRADUATE RESEARCH INCUBATION**

**Goal:** Develop new research programs for

undergraduate students

**Description:** Build on the success of Student as Scholar and

SPUR by fostering new programs that support student scholarship in the students' early years at UPEI. Programs should include mechanisms to support student participation in grant applications, publications and networked scholarship; particular attention should be paid to developing programs

to engage students in emerging programs (e.g., engineering, kinesiology, mathematical sciences)

**Responsibility:** Vice-President Research and Graduate Studies

First report due: January 15, 2016

Success measures: Number of research projects that include students;

increased research-related outcomes including publications and presentations, enhancement of the educational experience for students through

research participation

**Current Status:** In development

### **B. ADVANCING GRADUATE STUDENT SCHOLARSHIP**

Well-supported graduate students engage in high-level research that expands the capacity and visibility of the university, and fosters their individual capacity to contribute to knowledge and to the academic profession.

Graduate students also provide a vital link between faculty and undergraduate student scholarship, as well as a rich source of ideas, enthusiasm and work ethic for campus research. Special attention should be paid to graduate student scholarship opportunities and support, both in terms of the students' own research as well as their mentoring opportunities with undergraduate students and their important contributions to faculty research.

**INITIATIVE 4: GRADUATE RESEARCH SUPPORT** 

**Goal:** Provide programmatic, administrative and

financial support for graduate student scholarship

**Description:** Design and deliver programmatic, administrative

and financial support for existing graduate research programs and for individual student awards (e.g., Health Research Master's Award, Travel Grants); design and implement programmatic, administrative and financial infrastructure for

a Graduate School that encompasses graduate education across the university

**Responsibility:** Vice-President Research and Graduate Studies

First report due: January 15, 2016

Success measures: Creation of a Graduate School; creation of

graduate research training and mentorship initiatives for each of the programs that offer Masters and Doctorates; number of graduate students involved in publications of all types; number of graduate students engaged in research; number of graduate students achieving public and professional visibility through conference presentations and other public academic endeavours; number of records (e.g., PhD and

Master's Theses) deposited in islandscholar.ca

**Current Status:** In progress and in development

INITIATIVE 5: GRADUATE RESEARCH RECOGNITION

**Goal:** Recognize all forms of graduate

student scholarship

**Description:** Support existing activities and develop new

processes to recognize graduate students for their presentations, publications, research

grants, research-related media appearances and

community outreach.

**Responsibility:** Deans/Vice-President Research and

**Graduate Studies** 

First report due: January 15, 2016

**Success measures:** Creation of a baseline of graduate student success

for each of the programs that offer Masters and Doctorates; creation of a newsletter and other communications channels for student and faculty accomplishments; increased focus on

IslandScholar

Current Status: In progress and in development

INITIATIVE 6: GRADUATE RESEARCH INCUBATION

**Goal:** Develop new research programs for

graduate students

**Description:** Design and implement MSc and PhD programs

in engineering and climate change; expand graduate offerings in existing graduate

programs, particularly kinesiology, education

and mathematical sciences; promote

interdisciplinary programs involving existing (e.g., math and science) and emerging (e.g.,

engineering) programs

**Responsibility:** Vice-President Research and Graduate Studies

Initiative plan due: January 15, 2016

Success measures: Number of new and expanded MSc and PhD

programs; number of new interdisciplinary

graduate programs

Current Status: In development

### C. ADVANCING FACULTY SCHOLARSHIP

UPEI scholars are conducting excellent research and contributing to discovery, integration, interpretation, and application of knowledge. However, the university needs to develop more formal processes for ensuring that faculty scholarly activities are supported adequately and are recognized and disseminated. As part of our commitment to scholarship and to our community, the university will encourage the development of projects that support the further development of scholarship and dissemination of the excellent work already being done, and the development of community and global connections that could open opportunities for new scholarship.

#### **INITIATIVE 7: FACULTY RESEARCH SUPPORT**

**Goal:** Provide programmatic, administrative and financial

support for all forms of faculty scholarship

**Description:** Design and deliver programmatic, administrative,

and financial support for existing faculty research programs (e.g., Internal Grants Program, Time to Write) and for individual faculty awards (e.g., Tricouncil New Award Recognition, Lévesque Research Professorship and Chair, Canada Research Chairs (CRC), Canada Excellence Research Chair (CERC))

**Responsibility:** Deans/Vice-President Research and

**Graduate Studies** 

First report due: January 15th, 2016

Success measures: Number of faculty involved in publications of all

types; number of research grants and magnitude of research expenditures; number of faculty engaged in research; number of faculty records deposited in *islandscholar.ca*; existing (e.g., h-index) and to-be-developed discipline specific indices of research influence and impact including reports, peer reviewed papers, presentations, networked participatory scholarship, editorials, media, and other public forms of research visibility

**Current Status:** In progress and in development

#### **INITIATIVE 8: FACULTY RESEARCH RECOGNITION**

**Goal:** Recognize all forms of scholarship

**Description:** Develop processes to recognize faculty for their

presentations, publications, research grants and community outreach; to that end, expand the role

of the Research Advisory Committee (RAC) to bring

together expertise from across campus and assess  $% \left( x\right) =\left( x\right) +\left( x\right) \left( x\right)$ 

new ways of supporting and recognizing scholarship

**Responsibility:** Deans/Vice-President Research and Graduate

Studies/Library

First report due: January 15th, 2016

Success measures: Celebration of faculty successes including reports,

peer reviewed papers, presentations, networked participatory scholarship, editorials, media, and other public forms of research visibility; creation of a newsletter for faculty accomplishments;

increased focus on IslandScholar

**Current Status:** In progress and in development

**INITIATIVE 9: FACULTY RESEARCH INCUBATION** 

**Goal:** Encourage the development of new

research projects

**Description:** The research and technology transfer offices

will seek out and foster new research projects to help them get to fruition, in part through assistance with the development of ideas and the identification of funding opportunities and research space; preference will be given to projects that involve interdisciplinary teams of

academics and/or industry partners and projects

that include student researchers

**Responsibility:** Synapse/Vice-President Research and

**Graduate Studies** 

First report due: January 15th, 2016

**Success measures:** Creation of a database of interdisciplinary

partnerships; development of an action plan to increase the number of research projects

that include students; number of interdisciplinary partnerships

**Current status:** In progress and in development

# D. ADVANCING FACULTY-STUDENT-COMMUNITY RESEARCH INTERACTIONS

Our relationship to research is at once interdisciplinary and community oriented. We believe that the more we connect with each other the better our research will become. The collaborative, transparent nature of our approach to research will not only provide new opportunities for creative new research ventures but will also provide an exemplar to our students.

#### **INITIATIVE 10: RESEARCH COLLABORATIONS**

**Goal:** More effectively connect UPEI research expertise

with external stakeholders

**Description:** Support new research relationships inside

(interdisciplinary) and outside (provincially, nationally and internationally) of our university by creating a plan for a culture of collaboration at UPEI; explore existing connections and identify specific targets for future research collaborations; explore the use of open data approaches to encourage partnerships; build networked scholarly identities and make available complete scholar profiles on IslandScholar, including grants; integrate these

metadata with external repositories

**Responsibility:** Synapse/Library/Vice-President Research and

**Graduate Studies** 

First report due: January 15th, 2016

Success measures: Increased number of research community

connections; review and revision, where appropriate, of research constellation model; analytics of IslandScholar profiles and other

relevant web platforms

**Current Status:** In progress and in development

**INITIATIVE 11: COLLOQUIA** 

**Goal:** Develop activities that provide opportunities for

all students to observe and participate in faculty/

graduate student scholarship

**Description:** Encourage faculty members and programs to deliver

public lectures of work in progress that they will be presenting at future conferences or in future reports

**Responsibility:** Faculty Development Office/Vice-President Research

and Graduate Studies

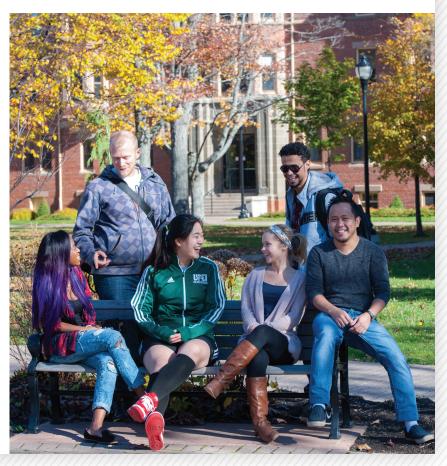
First report due: January 15th, 2016

Success measures: Number of colloquia; student participation

in colloquia; video recordings 'TED-style'; presentations in public campus spaces and

open platforms

Current Status: In development



# STUDENT LIFE

#### E. EXCELLENCE IN SERVICE FOR STUDENTS

The services, both transactional and relational, that we offer to our students are another critical element of the student experience. Where mentorship supports the broader context of the university experience, specific services are part of the day-to-day success of any student. We want our students to have direct access to the support they need and our staff to have the structure required to be able to address their concerns in a timely manner. Our students are individuals that come from diverse backgrounds and have differing needs. Whether they are graduate students, come to us from other countries, have administrative, financial, personal or academic concerns, we need to be able to guarantee their support.

#### **INITIATIVE 12: STUDENT SERVICES COORDINATION**

Goal: Ensure an excellent student service experience

Description: Identify which services are needed by student

groups (e.g., faculty-specific, articulation,

international, graduate). Establish an "experience" committee that is responsible for assessing the excellence of these services on an ongoing basis.

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

Success measures: Creation of a student experience committee;

documentation of the student life cycle;

establishment of responsibility by service; baseline

of student satisfaction; creation of student ticketing system; student satisfaction surveys;

student satisfaction improvement plan

**Current Status:** In development

# INITIATIVE 13: REVIEW OFFICIAL COMMUNICATIONS WITH STUDENTS

**Goal:** Reflect the University's values identified in the

strategic plan in communications with our students

**Description:** Review each standard communication sent from

administrative units to students and evaluate their effectiveness with regards to informing students and representing our campus values. This project should also advise on issues related to specific messaging going to graduate and international

students.

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

Success measures: Establishment of guidelines for student

communications including response time and values; evaluation of success on meeting those targets

**Current Status:** Review of academic probation letters was completed

last winter

**INITIATIVE 14: PROMOTE FIRST-YEAR SUCCESS** 

**Goal:** Develop initiatives based on student needs that

increase success of first-year students without

compromising academic integrity

**Description:** Assess the factors impacting first-year success

and recommend a coherent first-year approach that responds to our current student body. Use this information to inform e-portfolio development

(Initiative 28).

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

Success measures: Creation of first-year committee; creation of

recommendations; enactment of recommendations;

increased retention of first-year students

**Current Status:** In development

INITIATIVE 15: TWELVE-MONTH CAMPUS

**Goal:** Develop a plan for making UPEI a 12-month campus

**Description:** With many UPEI programs moving to a 12-month

model, we need to be able to respond to student needs year round. This plan will identify the gaps in our services between May and August and provide

direction on how to fill those gaps.

**Responsibility:** Vice-President Academic's Office

**Initiative plan due:** January 15, 2016

Success measures: 12-month campus plan

**Current Status:** In development

**INITIATIVE 16: COORDINATED SCHEDULING** 

**Goal:** Improve the organization of courses to better serve

students and faculty

**Description:** Course scheduling has a profound impact on the life

of staff, students, and faculty. This project will do a complete review of the process of scheduling in order to create procedures that will support the timetable policy. The procedures should include training for new Chairs and Directors assuming leadership of a program.

**Responsibility:** Registration and Scheduling Coordinator

Initiative plan due: January 15, 2016

Success measures: Timetable procedures and timetabling policy review;

faculty satisfaction survey; student satisfaction

survey

Current Status: In development

## F. MENTORSHIP

One of the primary roles that a university serves is to provide mentorship to students to help guide them to the next stage of their lives. That mentorship can help students in their academic work, but it can also support them socially, personally, and professionally. Relationships are what mentorship

is all about and the initiatives contained in this section are designed to encourage those relationships between students, staff, and faculty. The challenge, however, as Ward, Thomas, and Disch (2014) have indicated, is that "each student is unique and faces a constellation of issues and challenges with respect to academic, career and personal dimensions of development." We believe that coordinating our UPEI community relationships is the most effective mechanism for providing the mentorship that our students need and deserve.

# INITIATIVE 17: FACULTY/STAFF COMMUNITY OF PRACTICE FOR MENTORSHIP

**Goal:** Develop initiatives to expand faculty mentorship of

students in all Faculties, Schools, and Departments

based on best practices for mentorship

**Description:** Bring together current UPEI faculty already deeply

engaged in mentorship activities to implement

and monitor guidelines, approaches, and

suggestions for mentorship in different programs

on campus.

**Responsibility:** Faculty Development Office

Initiative plan due: January 15th, 2016

Success measures: Establishment of faculty community of practice;

creation of mentorship satisfaction surveys; creation of faculty mentorship reports; student

participation in mentorship activities

**Current status:** Draft plan written

#### **INITIATIVE 18: STUDENT MENTORSHIP PROJECT**

**Goal:** Create initiatives to promote student-student

mentorship

**Description:** Train peer-mentors through the New Student

Orientation process in order to create relationships between upper year and

incoming students.

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15th, 2016

Success measures: Attendance rates at NSO; attendance at year

round NSO activities; retention rates; student

satisfaction surveys

**Current status:** In development

## **INITIATIVE 19: SHARE PROGRAM**

**Goal:** Connect our students to alumni

**Description:** This is an existing UPEI project that we intend to

further support to address alumni and community mentorship opportunities at the program level (e.g. Physics, Engineering, History, Business).

**Responsibility:** Office of Skills Development and Learning

Initiative plan due: January 15th, 2016

Success measures: Number of students participating in the

program; satisfaction surveys from students

and mentors

**Current status:** Local project

## INITIATIVE 20: STUDENT/STAFF MENTORSHIP CLUBS

**Goal:** Connect our staff to students

**Description:** Support the integration of staff/faculty into

societies and clubs and specifically target the

inclusion of incoming students through new  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left($ 

student orientation.

**Responsibility:** Vice-President Academic's Office

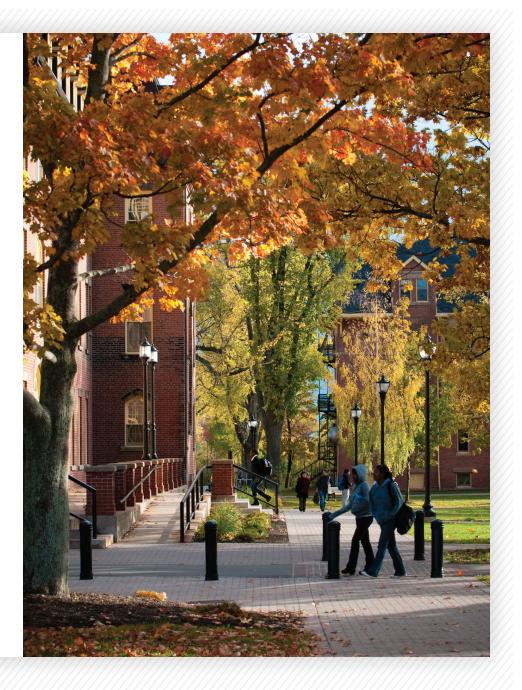
Initiative plan due: January 15th, 2016

Success measures: Establishment of a baseline of student

participation in clubs and societies; increased staff/faculty participation; increased student

participation

**Current status:** In development



# EXPERIENCE

#### G. EXCELLENCE IN TEACHING AND LEARNING

UPEI has a long-standing commitment to teaching excellence. We would like to take advantage of this work to both support those who are currently doing well, and to share that knowledge with others who can learn from that excellence. The scholarship of teaching is foundational to our success.

#### **INITIATIVE 21: REVIEW STUDENT SURVEYS**

**Goal:** Build a comprehensive method of data gathering

and analysis about the student experience

on campus

**Description:** Review of all existing surveys gathering information

from students. Our survey of faculty members and campus feedback have revealed a desire to expand our survey data on student satisfaction, formalize the response to student surveys, as well as collect

some of these data institutionally.

Responsibility: Deans

Initiative plan due: January 15, 2016

Success measures: Standard program-wide student survey results;

alumni student satisfaction survey; researchinformed survey report with recommendations

for improvements

**Current Status:** In development

#### **INITIATIVE 22: PROMOTE EXCELLENCE IN TEACHING**

**Goal:** Encourage excellence in teaching

**Description:** Support a teaching excellence committee (Senate

Committee Enhancement of Teaching) to further promote and acknowledge excellence in teaching. We have many faculty who have received teaching awards, including our own Hessian award and Presidential awards for teaching. This program will

seek out awards and identify deserving nominees.

**Responsibility:** Faculty Development Office

Initiative plan due: January 15, 2016

Success measures: Identification of good practice; dissemination of

good practice; teaching participation/nominations received; awards submitted and awarded. Update

existing awards database

Current Status: Ongoing

### **INITIATIVE 23: COLLABORATIVE CURRICULUM**

**Goal:** Share home-grown, research-led solutions to

teaching challenges on campus

**Description:** We have excellent faculty doing successful and

innovative pedagogy across campus. This project will collect these examples and use them as the

core of a teaching curriculum for instructors. By collecting the best work of our faculty, we can use our home-grown good practices to address issues

of diversity, pedagogy, and technology.

**Responsibility:** Faculty Development Office

**Initiative plan due:** January 15, 2016

Success measures: Establishment of curriculum good practices;

renewal of curriculum; use of curriculum; development of 'good practice' fund for

experiential learning

**Current Status:** In development

INITIATIVE 24: LEARNING/DATA ANALYTICS FOR STUDENT SUCCESS

**Goal:** Improve student success through data analysis

**Description:** Identify students at risk by creating a learning

analytics initiative. Explore the potential of using existing data to support student success and improved quality of course design (e.g. early

warning systems for intervention).

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

Success measures: Student success baseline report; establishment

of an analytics committee; data policy; success of

analytics initiatives

**Current Status:** Pilot project initiated

**INITIATIVE 25: COURSE GOALS** 

**Goal:** Clarify goals for each course on campus

**Description:** Create goals for each course on campus. Measure

the degree to which the goals of each course on campus support experiential learning. This will allow the campus to deliver on its commitment to

experiential learning.

**Responsibility:** Program Chairs and Directors

Initiative plan due: January 15, 2016

Success measures: Establishment of a baseline for experiential learning;

projects created to support experiential learning

**Current Status:** In development

**INITIATIVE 26: ONLINE LEARNING QUALITY ASSURANCE** 

**Goal:** Ensure that our online courses are of excellent

quality

**Description:** As our online presence increases, we need to create

strategies and procedures to ensure the quality of our online courses while supporting new and

creative learning approaches.

**Responsibility:** Office of Skills Development and Learning

Initiative plan due: January 15th, 2016

**Success measures:** Creation of procedures for online course creation

and vetting; regular online quality review; training

**Current Status:** In development

#### H. EXPERIENTIAL LEARNING

UPEI has made a strong commitment to experiential learning in its Strategic Plan. This section provides UPEI with the tools to track experiential learning, as well as support students through the process of understanding their own learning and applying it to their future endeavours. Through learning, reflection, and "real work" application we can provide a university experience that is at once complex and meaningful as well as applied and practical.

#### INITIATIVE 27: CREATE A PROJECT MANAGEMENT INSTITUTE.

**Goal:** Develop project management skills that are easily

reported to future employers

**Description:** Explore the possibility of including a project

 $\label{thm:continuous} \mbox{management certificate available across the}$ 

curriculum. This program would encourage career readiness as well as better support students through

the planning required to be a successful student.

**Responsibility:** Vice-President Academic's Office and Office of Skills

Development and Learning

Initiative plan due: January 15, 2016

Success measures: Report on the viability of a Project Management

Institute

**Current Status:** In development

## **INITIATIVE 28: DOMAIN OF ONE'S OWN**

**Goal:** Translate skills and literacies including soft skills

learned at UPEI to future endeavours

**Description:** Understanding and demonstrating skills and literacies

are a critical part of being a successful member of 21st century society. Our digital portfolio project will help students to prepare themselves to be effective

in this regard.

**Responsibility:** Office of Skills Development and Learning

**Initiative plan due:** January 15, 2016

**Success measures:** Coordination with first-year programs; course

integration; capstone courses; total number of

students and courses successfully using public portfolios

**Current Status:** In development

#### **INITIATIVE 29: STUDENT EMPLOYMENT ON CAMPUS**

**Goal:** Use our employment of students as a training ground

for job search skills

**Description:** Each year, over 500 students work on the UPEI campus

supporting the mission of the University. This provides an ideal opportunity to create supports to help shape their future career skills. This project will provide

supports to student applicants before, during, and after

their work time here at UPEI.

**Responsibility:** Office of Skills Development and Learning

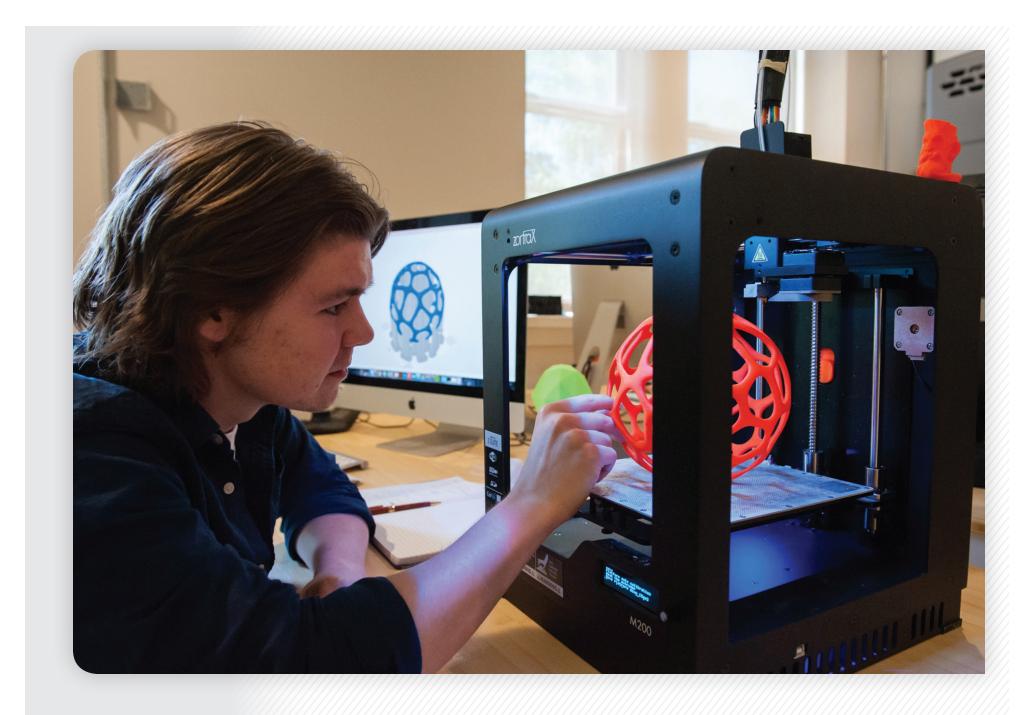
Initiative plan due: January 15, 2016

 $\textbf{Success measures:} \ \ \text{Baseline of student applicants and successful}$ 

applicants; new communications procedures and follow-up (including mentorship); number of students supported by providing job hunting, résumé building,

and interview skills

**Current Status:** In development



# PROGRAM SUSTAINABILITY

Each program at UPEI contributes to the academic mission of the institution. The intention of the sustainability section is to improve decision making by providing more data, both qualitative and quantitative, to support programs and our student population. Due to the data gathering success of the Academic Program Survey during the academic planning process, we would like to continue to use a similar instrument to get a better understanding of the successes and needs of campus. As we begin to receive more program reports from faculty and staff, we will be able to use this information to better support them. The more we know of each program's needs, the more we can help.

#### **INITIATIVE 30: PROGRAM REPORTS**

**Goal:** Provide a mechanism for programs to report

progress and needs yearly

**Description:** Support brief yearly check-ins from programs covering

issues such as funding needs, program successes and

challenges that have been encountered.

**Responsibility:** Program Chairs **Initiative plan due:** January 15, 2016

Success measures: Receipt of reports; follow up and action plan

**Current Status:** Included in the plan

# INITIATIVE 31: QUALITY ASSURANCE COMMITTEE OF THE ACADEMIC PLANNING CURRICULUM COMMITTEE (APCC)

**Goal:** Provide a mechanism to respond to reports from

faculty

**Description:** Review reports submitted by programs and

suggest courses of action to support quality in all

of our programming.

**Responsibility:** Academic Planning Curriculum Committee

**Initiative plan due:** January 15, 2016

Success measures: Establishment of the committee; success of

projects suggested

Current Status: In development

#### **INITIATIVE 32: PROGRAM INCUBATION TEAM**

**Goal:** Support the effective evaluation and creation of

new programs

**Description:** A cross-campus committee that would support

the pedagogical, financial, and research questions associated with the creation of a new program on

campus.

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

Success measures: Establishment of UPEI new program criterion;

evaluation and support of new programs on campus

**Current Status:** In development

**INITIATIVE 33: TEXTBOOK ALTERNATIVES** 

**Goal:** Lower the costs and increase the effectiveness of

learning materials

**Description:** This project explores the use of textbooks and

supports faculty on campus in their choice of alternatives to traditional publisher-driven

textbooks and associated materials

**Responsibility:** University Librarian **Initiative plan due:** January 15, 2016

Success measures: Increased usage of lower cost textbooks and

supporting materials; lowered total cost of books; new open textbook initiatives in collaboration with

other Atlantic institutions

**Current Status:** In development

**INITIATIVE 34: COMPREHENSIVE RECRUITMENT PLAN** 

**Goal:** Encourage students to choose UPEI as

their destination

**Description:** Integrate the communications, recruitment,

advisement and faculty outreach efforts of campus  $% \label{eq:controlled}%$ 

into a single-year round critical path and cycle for recruitment. It will also reach out to the next four

years and describe longer-term approaches.

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

Success measures: Plan in place with clear timelines and milestones

**Current Status:** In development

**INITIATIVE 35: ENSURE RESPONSES TO FACULTY REQUESTS** 

**Goal:** Create a ticket for each faculty request with

response time identified

**Description:** Create a 'ticket' for every faculty request made

to our service departments. These tickets will be handed to the service department responsible and metrics such as frequency of requests, service response time, and follow through will be tracked.

**Responsibility:** Vice-President Academic's Office

Initiative plan due: January 15, 2016

**Success measures:** Creation of a baseline of faculty requests;

increased satisfaction on faculty requests;

inclusion of a 'how did we do' survey

**Current Status:** In development

# EVALUATION OF THE ACADEMIC PLAN

The evaluation is intended to allow programs to track the general progress of the academic plan across the entire campus and is not intended as the primary means of measuring the success of any individual initiative. It will be presented regularly to Senate to measure overall initiative suitability.

	ENGAGEMENT IN SCHOLARSHIP	STATUS
1	Undergraduate research support	
2	Undergraduate research recognition	
3	Undergraduate research incubation	
4	Graduate research support	
5	Graduate research recognition	
6	Graduate research incubation	
7	Faculty research support	
8	Faculty research recognition	
9	Faculty research incubation	
10	Research collaborations	
11	Colloquia	
STUDENT LIFE		STATUS
12	Student services coordination	
13	Review official communications with students	
14	Promote first-year success	
15	Twelve month campus	
16	Coordinated scheduling	
17	Faculty/staff community of practice for mentorship	
18	Student mentorship project	

19	SHARE program	
20	Student/staff mentorship clubs	
	EXPERIENCE	STATUS
21	Review student surveys	
22	Promote excellence in teaching	
23	Collaborative curriculum	
24	Learning/data analytics for student success	
25	Course goals	
26	Online learning quality assurance	
27	Create a project management institute	
28	Domain of one's own	
29	Student employment on campus	
	PROGRAM SUSTAINABILITY	STATUS
30	Program reports	
31	Quality assurance committee of the Academic Planning Curriculum Committee (APCC)	
32	Program incubation team	
33	Textbook alternatives	
34	Comprehensive recruitment plan	
35	Ensure responses to faculty requests	

**FOR TRACKING THE SUCCESS OF THE ACADEMIC PLAN:** 0 = unaffected 1 = in planning 2 = in progress 3 = exemplary N/A = Not applicable

SAMPLE INITIATIVE			
INITIATIVE NAME	Mentorship community of practice		
DATE CREATED	Sep-15	DISPOSITION	Approved
SPONSOR/REQUESTER	Christian Lacroix	INITIATIVE LEAD	Gerald Wando
ACCOUNTABILITY	Faculty Development	INITIATIVE #	26
OTHER CONTACT		VERSION #	1
TARGET START DATE	29-Sep-15	TARGET END DATE	19-Aug-16
ESTIMATED FUNDING REQUIRED	\$	FUNDING SOURCE/ ACCOUNT CODE	

INITIATIVE OVERVIEW	
FOCUS	Academic
THEME	Mentorship
DESCRIPTION	The Faculty Development Office, Student Affairs and the VPA's office is convening a discussion on faculty mentorship of students at UPEI. The goal of the initiative is to improve the student experience through encouraging faculty mentorship. We have several excellent mentorship projects on campus now and our hope is to harness the current expertise among our faculty to development suggested guidelines that could be used across the university.
OUTCOMES	10 faculty mentors helping students in March 2016 // 20 students having met with a mentor by November 2015

PRELIMINARY HIGH-LEVEL MILESTONES	
MILESTONES	TARGET TIME FRAME

SCOPE				
IN SCOPE		OUT OF SCOPE		
TEAM				
NAME		ROLE		TIME REQUIRED (DAYS)
1		PROJECT SPONSOR		
2		PROJECT LEADER		
3				
4				
5				
6				
COMPLETION C	RITERIA			
	DEFINITION OF "DONE" LOOK LIKE?			
		<u> </u>		
APPROVED BY		INITIATIVE TYPE	RESEARCH	
JOB TITLE		DATE APPROVED BY SENATE		
SIGNATURE		LINK TO OTHER DOCS		

# APPENDIX

## HOW THE ACADEMIC PLAN INITIATIVES FIT INTO UPEI STRATEGIC PLAN, 2013-18 PRIORITIES

## **EXPLORATION AND DISCOVERY**

- » Celebrate our research success
- » Support our grad student and new faculty by providing support and resources to get their research started
- » Research on teaching and learning to help support all our students
- » Research incubation team to foster new collaboration at UPEI on PEI and around the world

## **VIBRANT COMMUNITIES**

- » Building research communities on campus to foster interdisciplinary cooperation
- » Faculty working together to build a UPEI community curriculum of strategies to support student success
- » A mentor for every student—student, faculty, staff, or alumni
- » Increased graduate students to support undergraduate success and faculty research
- » Use accountability systems to ensure that student, staff, and faculty concerns are addressed

### STUDENT EXPERIENCE

- A commitment to student research as central to the UPEI learning experience
- » Creation of programs that identify and develop career readiness skills
- Excellent research into teaching and learning
- » Accountability to every student
- » 12 month commitment to student success
- Experiential learning goals

#### LONG TERM SUSTAINABILITY

- » Comprehensive recruitment plan
- » Growth in graduate studies
- » Aligning course scheduling with student needs
- » Program incubation team to foster new programs
- » A commitment to quality in services and program offering
- » Identification of student challenges through data analysis





UNIVERSITY OF PRINCE EDWARD ISLAND 550 UNIVERSITY AVENUE, CHARLOTTETOWN PRINCE EDWARD ISLAND, CANADA C1A 4P3

VPACADEMIC@UPEI.CA → UPEI.CA