



SFU

UNIVERSITY SECRETARIAT

S.07-110

MEMO

Simon Fraser University  
8888 University Drive  
Burnaby BC V5A 1S6  
Canada

tel 778.782.3495  
fax 778.782.4860

TO	<b>Senate</b>
FROM	Alison Watt, Director, University Secretariat
RE	President's Agenda
DATE	27 September, 2007

The Board of Governors approved the President's Agenda for 2007/08 at its meeting on 25 September, 2007, and it is forwarded to Senate for information.

Part 1 Agenda for 2007/08

Part 2 Report on quantitative indicators for 2006/07



SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD



SFU

MICHAEL STEVENSON, PHD  
PRESIDENT AND VICE-CHANCELLOR

PART 1

Simon Fraser University  
8888 University Drive  
Burnaby BC V5A 1S6  
Canada

TEL 778.782.4641  
FAX 778.782.4860  
stevensn@sfu.ca  
www.sfu.ca

August 22, 2007

Dr. Nancy McKinstry  
Chair  
Board of Governors  
Simon Fraser University  
Burnaby, BC V5A 1S6

Dear Nancy,

In order to complete the strategic planning and performance review exercise led by the Board this Summer, I am writing to summarize my objectives for the academic year 2007/8.

I will continue to give high priority attention to:

- improving the research culture and level of research intensity at SFU
- managing student recruitment and enrolment growth without cost to the quality of our programmes
- elevating the profile of SFU in media attention and community recognition

I will continue to benchmark our progress on these fronts by reference to the quantitative indicators we agreed upon last year. Further I will pursue the broader logic of my 5 year agenda, encouraging the development of a more differentiated mix of distinctive and competitive graduate and interdisciplinary programmes which sustain SFU's reputation for innovation and excellence.

As an elaboration of these latter concerns, I am committed to three broad strategic initiatives which I hope will provide substantive direction for the coming year:

First, I am committed to the further elaboration of our profile in the health sciences: to extending the range and depth of the Faculty of Health Sciences' programmes in public and population health, global health and infectious disease control, and mental health; to building on strengths in the Faculty of Science and the School of Kinesiology in areas of medicinal chemistry, nanomedicine and physiology; and to encouraging a major new multidisciplinary initiative in genomics, building on strength in many Faculties.

Second, I am committed to building our strengths in environmental studies, especially

Second page ...

2.



SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD

Dr. Nancy McKinstry  
August 22, 2007

positioning SFU as a leader in environmental economics and policy research, in fisheries management, conservation and the sustainability of coastal communities, and in alternative energy research in the materials sciences.

Third, I am committed to encouraging a significant development of programmes that enhance our understanding of cultural change under the conditions of globalization and the evolution of multicultural societies. In this regard, I am especially committed to furthering the development of the School of International Studies and allied programmes, and to facilitating the evolution of a new multidisciplinary synergy and collaboration between programmes in contemporary arts, media and communications, and design. I have indicated my personal support for a proposal to create a new Faculty uniting programmes in these latter areas.

I believe this three point strategic focus responds to urgent social needs as well as to enormous opportunities at SFU. I look forward to working with the Board as well as with my university colleagues to affect change in these areas.

Yours sincerely,



Michael Stevenson  
President and Vice-Chancellor

MS:eo  
g:\07\1.1.21\mckinstry-agenda.doc

**SFU: RECREATING CANADA'S MOST EXCITING UNIVERSITY  
THE PRESIDENT'S AGENDA 2005-2009**

**Michael Stevenson  
June 2005**

(1) Introduction

This agenda follows my previous statement "SFU @ 40" written four years ago. That document summarized a number of priorities that have defined fundamental change in the intervening period.

Very significant new academic initiatives have been made over the last few years to realize my first agenda, the most notable of which have been:

- the establishment of the Surrey campus and the approval of the new School for Interactive Arts and Technology;
- the conclusion of the undergraduate curriculum review and approval of recommendations for far-reaching curriculum revisions to establish writing and quantitative skills as well as breadth requirements in every SFU degree programme;
- the establishment of a new Faculty of Health Sciences, approval of its first curriculum proposals and hiring authorization for the first of its graduate programmes in Population and Public Health;
- the establishment of new, interdisciplinary graduate programmes in public policy analysis, urban studies, and development studies;
- the development of a comprehensive strategic plan for internationalization, and the reorganization of administrative support for such plans through the establishment of SFU International.

Notable achievements in research include:

- continued leadership of the comprehensive universities in research, including ranking 4<sup>th</sup> amongst all Canadian research intensive universities in the humanities and social sciences, and 5<sup>th</sup> among all in science and engineering, for the number of competitively awarded grants per 100 faculty members;
- the award of major infrastructure grants from the Canadian Foundation for Innovation to support leading clusters of expertise at SFU in materials science, mathematics, computing and other areas;
- numerous individual awards to faculty and students, which continue SFU's tradition of out-ranking other institutions for the national and international recognition of scholarship.

Major changes in campus development include:

- a soon to be completed computer science building, and renovations enabling the occupancy by engineering science of the former applied sciences building;
- three new undergraduate residences linked to a new cafeteria facility in the student residence complex;
- approval for fit-out of the Surrey Campus and opening of the first two floors of that facility;

- completion early in the next academic year of the new Segal Graduate School for Business as part of the Vancouver campus;
- approval of projects to build a new science and applied science building, a new arts and social science building, a new health sciences building, and a new gymnasium and recreation facility;
- approval for the relocation of the School for Contemporary Arts as part of the Woodward's redevelopment in downtown Vancouver.

Major efforts have been made to diversify funding in support of the university. Tuition has been increased significantly across the board, and differential fees have been introduced in higher cost programmes, and for international students. These increases have allowed the university to manage declining per FTE grants without any compromise in quality, and to invest in infrastructural and other initiatives not funded by government. We have also made major strides towards realizing new fundraising targets which entail a four- to five-fold increase in endowments and other financial contributions to the university in the period 2000-05 as compared to the preceding five years. The Reaching New Heights campaign is in its final phase, and we are confident of realizing a \$125 million target by the end of the 40<sup>th</sup> anniversary year.

## (2) Environmental Scan

The broad environmental pressures confronting the university remain essentially unchanged from the time I outlined my first agenda, although progress has been made on two fronts. Recent government action has substantially addressed the problems of demand for and accessibility to higher educational institutions in B.C. with the commitment to fund an additional 25,000 seats throughout the province. And the chronic facilities and infrastructure deficit faced at the beginning of the decade will be addressed to a large extent by projects to build academic and other facilities at SFU valued at close to \$400,000,000.00.

In both these areas, however, there remain important concerns. SFU, like the other BC universities, has yet to receive adequate grant funding for these new enrolment targets, and enrolment growth will compromise quality at current funding commitments. The infrastructure requirements have also not been fully met. Despite very significant government financing of key projects, government funding covers only about 75% of the space requirements previously agreed to as necessary for the match of academic facilities to enrolment targets. Further, we face unprecedented inflation in construction costs within the Lower Mainland. Again, therefore, absent future improvements in infrastructure funding, we cannot sustain quality.

Other pressures remain: intensifying national and international competition in higher education; the increasing necessity of diversified sources of funding; the increasing pressure for engagement with external communities, and the increasing demand for greater accountability to external stakeholders.

In these circumstances, our general objectives must remain: to establish

- the best liberal arts and science education in Canada;
- the most innovative interdisciplinary and professional programmes; and
- the most responsive engagement with the broader community.

It is clear however that these general objectives do not give sufficiently clear direction or motivation for change. For the next five years, I propose a series of more refined objectives relating to academic quality enhancement; greater attention to and recognition of the quality of student life; and an improved public profile.

(3) Academic Quality Enhancement

I believe there are four important dimensions in which our academic programmes should be improved.

First, we need to improve the mix of graduate student enrolment in our total activity. In my view we should aim to increase the proportion of our total enrolment in graduate programmes to 25% of total enrolment. The importance of graduate enrolment relates very much to the research mission of the university and to its competitive position in the distribution of funding for research. Over the past decade, there has been a sharper differentiation of higher educational institutions and an increasing advantage to more research intensive institutions as a result of changes in federal and to some extent provincial funding. No university can remain in the front ranks, as we aim to do, without sustaining a front-ranking position in research and research funding. No institution can do that without having front-ranking graduate programmes, and relatively high graduate student enrolment.

To achieve this objective, we must obtain government funding of graduate student enrolment, which has not been the case in BC since 1990. Further, we must expand financial assistance budgets for graduate students. Partly, this will be achieved by the expansion of our research activity which should follow from expanded faculty complements as a result of enrolment growth, and expanded graduate enrolment which adds to the research capacity and productivity of faculty. However, it is necessary to give strategic priority to private fundraising for graduate student assistance if we are to be truly competitive in this area.

Second, we must continue to increase the diversification of our programmes, increasing the number of professional and quasi-professional programmes, as well as creating new interdisciplinary specializations. In the restricted span of the next 4-5 years, we should concentrate on assuring that the new campus at Surrey, and the new Faculty of Health Sciences become home to as rich an array as possible of differentiated programmes. At the Vancouver campus we should continue to develop new applied and professional programmes, once we open up the new Segal Graduate School for Business. And on the mountain, we should attempt to create a stronger balance of science programmes and enrolment, reducing the relative size of enrolment in arts and social science, but allowing for greater selectivity and a greater weight of graduate enrolment and research in all programmes at our largest campus.

Third, we must successfully complete the undergraduate curriculum revisions now underway, thereby assuring higher quality undergraduate programmes across the board. These innovations in the establishment of written communications, quantitative reasoning and breadth requirements should be closely monitored, with data on successful implementation widely publicized. In addition, we should dramatically extend the scope of the Semester in Dialogue programme. This experiment in undergraduate education has proved very effective in

6.

developing cohort bonding, service learning, team work and lateral thinking across disciplinary boundaries. It deserves to be expanded to accommodate a significantly greater number of students in their final year. A capstone course like this should become a distinguishing feature of the SFU undergraduate experience.

Fourth, we should continue the expansion of international enrolment and programmes, especially in partnership with front-ranking international institutions. In this light, we should expand the development of joint degree programmes on the model of the SFU-Zhejiang degree in Computer Science. Such programmes can become a defining mark of the distinctive academic experience offered at SFU. More generally, a stronger mix of international enrolment enhances the quality of the learning environment for domestic students, and, as importantly, it allows an independent source of funding for expanding teaching and research complements as well as infrastructure. International enrolment targets should move from 10% to 15% of total enrolment.

#### (4) Student Life

No university can claim a place amongst the leading institutions of the world without guaranteeing students a unique social as well as educational experience. In my view there are a number of areas that require attention.

We must resolve the problems of undergraduate course availability. There remain far too many students who indicate they cannot get the courses they wish to take, or worse, the courses they must take to complete degree programmes. Close attention must be paid by departmental and faculty administrators to obtaining the necessary information on course demand in excess of spaces provided in any semester, and assuring that adjustments are made to subsequent course offerings and scheduling.

We must meet the targets of the strategic plan for internationalization, assuring that students have richer contact with international students at SFU, and that they obtain an international experience themselves through exchange or field school programmes. In the contemporary world, a high quality undergraduate student experience demands an international component.

We must improve the quality of student services at SFU. This will require optimizing the capacities of the new student information system and of other web-based communication with students. It will also however require improved counselling and support for student life, and we need to research the benchmark capacities in such areas of our leading competitors before creating clear and achievable targets for improvement at SFU.

We must invest in improved extra-curricular programmes at SFU. To begin with, we must build on investments already underway in improving our athletics and recreation facilities. Careful investigation should be made of the possibilities of specialized fitness counselling and personal training as a general option for SFU students. Second, we should investigate ways in which to invigorate extra-curricular programming at SFU. The new Dean of Continuing Studies and AVP Student Services should take leadership in this area, building on the already significant activity at SFU Vancouver, and ensuring more varied programming on Burnaby Mountain and in Surrey. New appointments to the University's Art Galleries should be mandated to create more

varied programming in the visual arts, and we should investigate the possibility of an appointment in Student Services to handle the mandate of an "impresario" assuring that we create opportunities to see interesting film, theatre, dance, and music not available elsewhere. Our objective should be to ensure that SFU becomes a destination for members of the community interested in the performing arts and in public affairs dialogue and debate, as well as providing our students a stimulating on-campus life outside the classroom.

(5) Public Profile

Most members of the SFU community feel, I believe correctly, that the university's public profile and reputation lags behind its real achievements. We must rectify this situation.

First, we need to improve SFU's media profile. In part, this requires completion of a visual identity programme currently in progress. More important, we need better focus on strategic media opportunities, with cultivation of press, radio and TV contacts to assure that they pick up on these opportunities. Senior administrators, especially the President, need to emulate the considerable success of SFU faculty members who serve as "expert consultants" to the media.

Second, we need to improve communications and connections with alumni. In part, this is a matter of providing more regular and detailed information on changes at the university, as we have begun to do with reasonable success. More important, however, is the development of effective feedback and communication from alumni, and most important will be the creation of effective networking amongst key alumni who can assist with the broad advancement, government relations, academic and community outreach agenda of the university.

Third, we need to make further improvements in private fundraising. For a new institution, SFU has made very significant progress in this area. However, we need to move from the innovations introduced around the 40<sup>th</sup> anniversary, "Reaching New Heights" campaign, to a sustainable capacity to plan and market high quality proposals from all quarters of the university, manage effective cultivation and stewardship of external donors, and generate a much higher level of commitment through annual campaigns and bequests from the SFU community of faculty, staff and alumni.

Clearly none of these improvements in our institutional profile can be achieved without an additional investment of resources. We must find ways, despite very tight operating budget constraints, to initiate those investments, or the university will be unable to hold its place, let alone improve its standing in the increasingly competitive environment we face. I am hopeful that the Board of Governors will take an active role in advising on all these fronts, and that all sectors of the university community will embrace the need to give these matters priority attention, as I will.

8.





SFU

MICHAEL STEVENSON, PHD  
PRESIDENT AND VICE-CHANCELLOR

PART 2

Simon Fraser University  
8888 University Drive  
Burnaby BC V5A 1S6  
Canada

Tel 604.291.4641  
Fax 604.291.4860  
stevensn@sfu.ca  
www.sfu.ca

July 3, 2007

Dr. Nancy McKinstry, Chair  
Board of Governors  
Simon Fraser University  
Burnaby, BC V5A 1S6

Dear Nancy,

I am writing in regard to my performance assessment for the year 2006-7. As indicated in my correspondence with your predecessor, Saida Rasul, I have agreed to focus my activity in this period in three areas, and to report on relatively simple, quantitative indicators. In these terms, I would summarize the year as follows:

### 1. Research Intensity

I have worked actively with Mario Pinto to increase the level of research intensity at SFU. I believe we have been very successful during the year, as indicated in the memo from Mario of June 7, attached.

As he indicates, SFU has enjoyed an 11.6% increase in research funding in the last fiscal year, bringing the total level of research revenue to \$67 million. This continues a strong linear improvement from 2004-5, when Mario took over his portfolio.

A second indicator of the intensity of research at SFU this past year is the success rate for our faculty in grant competitions as compared to the national average. Our scientists have a 14% better success rate for NSERC discovery grants than the national average; our faculty in the social sciences and humanities a 13% better success rate for SSHRC grants, and even faculty competing for Canadian Institutes of Health Research grants do 4% better than the average in Canada. Although these success rates are impressive, we aim to do more to benchmark activity more narrowly against the top research institutions in the country, and await comparable data on the number of research grants per full-time faculty member for 2006-7.

A third indicator focuses on the output rather than financial inputs to research. Although we had data for 2006 showing that SFU was the top comprehensive university in Canada by a measure of "publication effectiveness", meaning that we produced more high-impact publications at lower cost, there is not yet new data available for 2007.

Second page...

9.



SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD

Dr. Nancy McKinstry  
July 3, 2007

In summary, the more refined data on research performance are not available as I had hoped, and I have to rely on the success rates for grant applications, and the aggregate increases in research funding. I am confident that when we have additional data in hand they will confirm a very positive story of SFU's successful advances in research intensity.

## **2. Enrolment Management**

Despite the pressures of declining domestic high school graduating classes, increasing funded spaces available in B.C. post-secondary institutions, and increasing competition for international students, SFU's record of enrolment management in 2006-7 was very satisfactory (see the memo from Joanne Heslop).

We were within a fraction of 1% of our domestic undergraduate enrolment target, and considerably above the domestic graduate enrolment target. The result was a comfortable excess of domestic enrolment over target.

International enrolment was far less satisfactory, with a nearly 15% shortfall on the international undergraduate target. This shortfall is on less than 9% of our total undergraduate student target so it makes only a marginal impact on the mix of the student population. Budgetary impacts are more serious, although we are able to manage internal budget allocations in response to enrolment each semester, thereby limiting expenditures beyond the revenue realized from international student fees. Clearly, international enrolment management remains a critical issue. We have reduced targets for the coming year, and will continue to manage budget allocations to Faculties in response to actual performance on enrolment management.

As important as meeting numerical targets is the ambition to sustain the quality of student admissions in face of declining application pools. In these terms, SFU continued to do well last year, with all Faculties reporting average grades in excess of 80% for students entering directly from grade 12. The continuing pressures of declining demographic demand and increased accessibility to post secondary institutions will make it difficult to maintain this position next year. However, the most important evidence of our attention to issues of enrolment management this year is qualitative evidence of far-reaching organizational change in student services and related improvements in the management of recruitment and retention, so we look forward to continued success.

## **3. University Profile**

There has been very marked change in the management of media and government relations this past year. As indicated in the attached documentation, SFU now generates over 1,000 stories in the mass media per month. I believe most observers would say that we have also succeeded qualitatively in generating higher-impact stories.

It is nevertheless the case, as indicated by comparable data generated from the same comprehensive news monitoring service that so far in this calendar year we have generated fewer print media references than UVic, which has a greater monopoly position in a local market, and less than half the references generated by UBC.

10.

Dr. Nancy McKinstry

July 3, 2007

We will be able at the end of the calendar year to make a more exact analysis of whether we have improved relative to our competitors on a year over year comparison. So far, the evidence is clear that we have a lot of ground yet to make up.

With respect to government and community relations, the evidence summarized in a memo attached from Mavis MacMillen shows that I have personally been involved in an average of more than one contact per week with government officials, and more than one contact per working day with community leaders. As compared to last year, government contacts are marginally down, while community contacts have been considerably increased. On balance, I believe my more detailed reports to the Board show a continued high level of activity on this front.

Finally, with respect to advancement, the memo from Cathy Daminato points to a very successful year. Aggregate commitments increased from \$30,275,730 to \$37,704,602 over the last two fiscal years. This increase is entirely due to a single gift, and it will be difficult to maintain this level of achievement in the year ahead, especially after the formal closure of the Reaching New Heights Campaign. However, work is far advanced on the shaping of a new Advancement strategy, integrating our strategic research plan and the broader 3 year academic plan.

#### 4. Conclusion

I believe this has been a very positive year in all the dimensions of interest to the Board. Much of the credit is due other members of the senior administration, including those not directly referenced in this memo.

When we discuss the year ahead, I will look forward to building on the discussion I initiated at the Board's Strategy Session earlier this year. My efforts will be devoted to refining a strategic focus on initiatives that build SFU's profile in three areas: health (e.g. infectious disease and global health; Asian and indigenous medicine; nano-medicine and applied genomics), environment (e.g. environmental policy and regulation; fisheries conservation and management, and environmental health), and cultural change (e.g. contemporary arts, interactive art and design, cultural change in relation to domestic immigrant adaptation and international affairs). Although I hope to show qualitative evidence for progress on these fronts, I believe the three foci of this performance report should remain key objectives for next year.

I look forward to discussing these matters with you at your convenience.

Yours sincerely,



Michael Stevenson  
President and Vice-Chancellor

MS:eo

Enclosures

g:\07\1.1.21\mckinstry - pres assessment to board.doc

11.

**SIMON FRASER UNIVERSITY**  
**OFFICE OF THE VICE-PRESIDENT, RESEARCH**

*Memorandum*

**TO:** Michael Stevenson  
President & Vice-Chancellor

**FROM:** B. Mario Pinto  
Vice-President, Research

**RE:** Performance Criteria

**DATE:** June 7, 2007

---

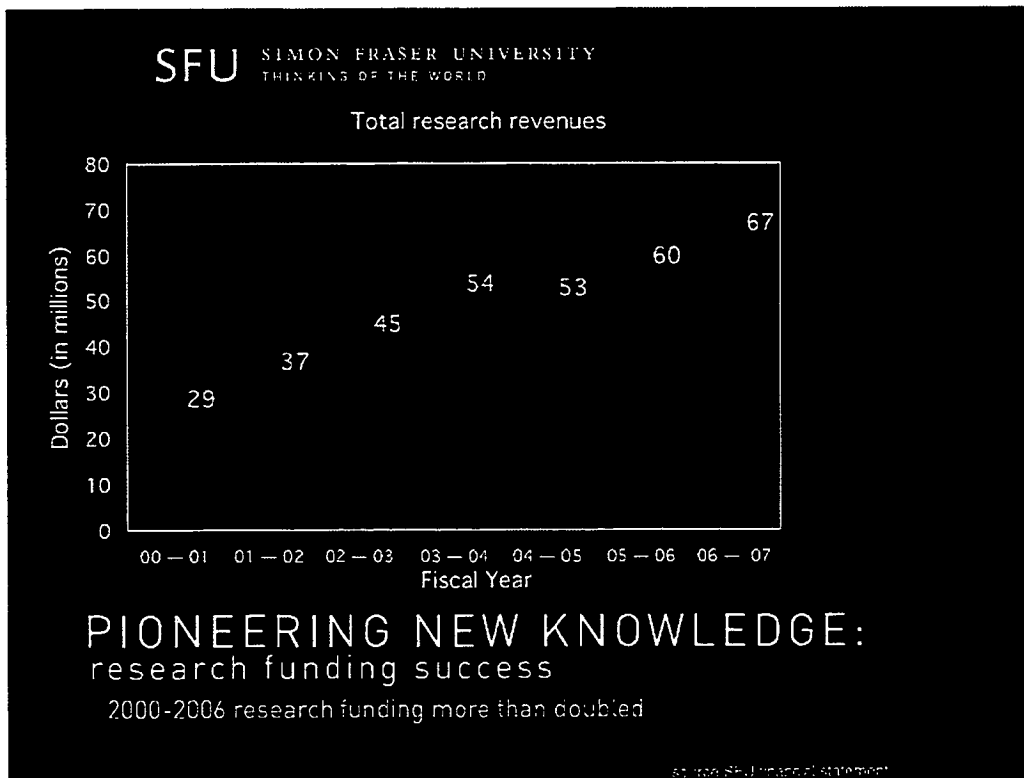
Further to your memo of February 26th, the following are the relevant data for those performance indicators related to my portfolio. My apologies for the lateness of response: the 2006-07 statistics were just finalized.

**1. Research Intensity**

**Objective:** To increase the scope, impact, and competitiveness of SFU's research activity.

**Indicators:**

**(a) The percent increase in research funding 2006 to 2007:** The total research revenues from all sources for this year is \$67 million. This is an increase of 11.6% over the previous year.




**(b) The percent of faculty successful in holding NSERC, SSHRC, Canada Council or CIHR grants, 2006 to 2007:**


**NSERC** In the 2007 NSERC Discovery Research Grants competition, 68 projects were funded out of 81 new SFU applications: a success rate of 84% as compared to the national average of 70%. When broken down by success rates within SFU Faculties, the Faculty of Science had the best success rate at 32 out of 38 applications funded (88%); Applied Science 27/32 (84%); and Arts & Social Sciences 9/12 (75%).

**SSHRC** In the 2007 SSHRC Standard Research Grants competition, 39 projects were funded out of 75 SFU applications: a success rate of 52% compared to the national average of 39%. When broken down by success rates within SFU Faculties, the Faculty of Health Sciences had a 100% success rate (as they submitted only one application that was funded); Business Administration at 6/8 (75%); Arts & Social Sciences 26/45 (58%); Applied Sciences 2/5 (40%); Education 4/16 (25%).

**CIHR** For the September 2006 Operating Grants competition, the results for which were released in January 2007, we submitted 15 grants and three were funded (Chaudhury, Lear, Leroux), for a success rate of 20%. The national success rate was 16%. An analysis of funding breakdown by Faculty is not available as of the date of this memorandum.



Agency	SFU Success Rate	National Average
Social Sciences and Humanities Research Council (SSHRC) Standard Grants 2006/07	52%	39%
Natural Sciences and Engineering Research Council (NSERC) Discovery Grants 2006/07	84%	70%
NSERC Research Tools and Instruments Grants 2006/07	58%	46%
NSERC Idea to Innovation (I2I) Grants (cumulative 2003-07)	68%*	47% (est.)*
Canadian Institutes of Health Research (CIHR) Operating Grants 2006/07	20%	16%



\*The I2I program does not operate on a "competition" basis

In an analysis of federal granting council and NCE funding for 2006/07, including Canada Council and the Canada Research Chairs program, the percentage of funding by Faculty is as follows: Science, 48%; Applied Sciences, 27%; Arts & Social Sciences, 17%; Education, 5%; Business Admin, 2%; and Health Sciences, 0.5%.

**(c) The number of peer reviewed publications—ranking of SFU in humanities and social sciences, and natural sciences:**

A 2006 report by ReSearch Infosource Inc. ranked SFU the top comprehensive university in Canada when the cost of research is measured against its impact (quality)—a new measure called “publication effectiveness.” The underlying philosophy behind this indicator is that SFU, as the top ranking university in this measure, is more effective at producing high-impact publications at lower cost. ReSearch Infosource compiled information from approximately 6,000 leading international peer-reviewed journals covering the Natural Sciences, Health Sciences, Social Sciences and Humanities during the period 1999-2004. These are the latest data available.

The ReSearch Infosource statistics on research intensity, which measure the number of research grants obtained per full-time faculty member, are not yet available for the 2006-07 year.

Kirk Heber, 05:58 PM 19/06/2007, Re: Fwd: President's Performance Criteria

---

X-Spam-Level: Spam-Level  
X-Mailer: QUALCOMM Windows Eudora Version 7.1.0.9  
Date: Tue, 19 Jun 2007 17:58:12 -0700  
To: Mavis Macmillen <mamacmil@sfu.ca>, joanne@sfu.ca  
From: Kirk Heber <raheber@sfu.ca>  
Subject: Re: Fwd: President's Performance Criteria  
Cc: jhw@sfu.ca  
X-Virus-Scanned: by antibody.sfu.ca running antivirus scanner

Hi Mavis,

Here are the GPA averages for the BC12 registered entry cohort, Fall 2005:

FAS 80.9%  
FASS 84.4%  
BUS 87.8%  
SCI 85.3%  
HSC N/A

Cheers/Kirk

At 08:12 AM 6/13/2007, Mavis Macmillen wrote:

Hi Joanne, Kirk - Michael would like to have the Fall 2005 numbers for GPA as well - I need to put this together for early July, so would appreciate it whenever you can get it to me

thanks a lot

Mavis

At 03:54 PM 08/05/2007, you wrote:

Mavis, here is the information that MS requested from me regarding his Board performance evaluation. Please let me know if this is sufficient.

X-Spam-Level: Spam-Level  
X-Mailer: QUALCOMM Windows Eudora Version 7.1.0.9  
Date: Tue, 08 May 2007 10:00:36 -0700  
To: John\_Waterhouse@sfu.ca  
From: Joanne Heslop <joanne@sfu.ca>  
Subject: President's Performance Criteria  
Cc: Bill\_Krane@sfu.ca, Kirk Heber <raheber@sfu.ca>  
X-Virus-Scanned: by antibody.sfu.ca running antivirus scanner

John,

In response to Michael Stevenson's Feb 26 memo to you regarding "President's Performance Criteria", Bill asked me to provide the following enrollment management indicators directly to

15,

you.

a) Percentage of domestic enrolment target achieved, 2006/07:

Undergraduate 16,460 Actual / 16,568 Target = 99.3%

Graduate 3,012 Actual / 1,775 Target = 169.7%

Total Univ 19,472 Actual / 18,343 Target = 106.2%

b) Percentage of international enrolment target achieved, 2006/07:

Undergraduate 1,280 Actual / 1,500 Target = 85.3%

The above actual and target enrollments are measured in program FTE's.

Source: Office of Analytical Studies.

c) GPA average for undergraduate entrance qualifications by Faculty:

FAS 81.3%

FASS 83.6%

BUS 87.4%

HSC 82.7%

SCI 83.8%

GPA averages provided for BC12 registered entry cohort, Fall 2006.

Source: Kirk Heber, Student Services.

Please contact me if you have any questions.

... Joanne

Joanne Heslop, Acting Director  
Office of Analytical Studies  
Simon Fraser University  
8888 University Drive  
Burnaby, B.C. V5A 1S6  
Ph: 604-291-4525 Fax: 604-268-6599  
e-mail: [joanne@sfu.ca](mailto:joanne@sfu.ca)  
web: [www.sfu.ca/analytical-studies](http://www.sfu.ca/analytical-studies)

John Waterhouse  
Vice-President, Academic and Provost  
Simon Fraser University



## MEDIA COVERAGE

Public Affairs and Media Relations makes a daily average of 4-6 pitch calls to media, all trying to "sell" stories on SFU people, programs and achievements. They also send out one or more news releases every working day. (In their biggest week recently they sent 10).

As well, the media relations staff (two FTEs) handle 15 to 30 media calls a day, giving answers to reporters' questions or tracking down SFU experts to do interviews. Reporters tell us we are much more responsive and faster than UBC in this field.

PAMR has also increased the flow to media of *Issues and Experts*. That's a twice-a-week (sometimes more often) compendium of story ideas, tips, and contact information for quotable SFU experts. It offers to the media experts on issues in the news and coming into the news. As well, PAMR has updated SFU's online directory of experts (almost 400 faculty members now have volunteered to talk to media) and are adding searchable listings of languages other than English that our experts can speak. PAMR has also stepped up the number of media training workshops it provides, along with efforts to attract more faculty members to act as expert sources for the media.

And PAMR has begun to make arrangements with China's largest TV network for a visit to SFU later this year for a program about the *World's Most Famous Universities*.

### Media coverage statistics:

#### 2007 print media references:

(In parentheses, the item count for the same period last year)

Month	SFU	UBC	UVic *
January 2007	518 (531)	989 (1134)	685 (560)
February 2007	496 (606)	1203 (1359)	935 (633)
March 2007	613 (672)	1594 (1588)	869 (897)
April 2007	588 (486)	1508 (1225)	776 (717)
May 2007	607 (571)	1332 (1133)	704 (708)
June 2007	611 (532)	932 (832)	660 (869)
<b>Total</b>	<b>3433 (3398)</b>	<b>7558 (7271)</b>	<b>3925 (4384)</b>

In the first six months of 2007, then, we averaged 18.8 mentions a day. That was up from 18.6 a day in the first half of 2006.

\* NOTE: UVic's coverage is heavily "local", in the Victoria Times Colonist and Vancouver Island Newsgroup's community papers. It does not get the national or province-wide exposure that we do at SFU.

#### And for 2006 as a whole:

	SFU	UBC	UVic *
All 2006	6660 (n/a)	14855 (n/a)	8888 (n/a)

All the counts above are seriously understated. They are limited to Canadian print media monitored by a single service, Infomart. Broadcast media are not covered at all, nor are many magazines and ethnic media outlets. The figures definitely understate the "real" story counts by at least 50% (and some PR people would argue more like 100%). But we find the understated numbers useful for watching trends.



MEMO

Simon Fraser University  
8888 University Drive  
Burnaby BC V5A 1S6  
Canada

Tel 604.291.4641  
Fax 604.291.4860  
www.sfu.ca

<b>ATTENTION Michael Stevenson</b>	
FROM	Mavis MacMillen, Executive Assistant <i>Mavis</i>
RE	President's Performance Indicators
DATE	June 26, 2007

Your letter to the Board Chair in September of 2006 identified three quantitative performance expectations for you as a part of your annual performance review. One of the measures for raising the profile of SFU in the general public and among community leaders is the number of contacts made with government and community leaders. I have reviewed your bi-monthly President's Activity Briefings over the last two years and have come up with the following statistics:

	Government Contacts	Community Contacts
July 2005 - June 2006	64	211
July 2006 - June 2007	58	269

I have taken a liberal view of what constitutes a "contact" keeping in mind that the goal is raising the university's profile, and that consistency will be the major consideration in assessing contacts in subsequent years.

g:\07\1.1.21\community-gov-stats.doc





## University Advancement Fundraising Summary 2006/07

### 1.0 Introduction

Fiscal year 2006/2007 saw the successful completion of the Reaching New Heights campaign (see final report attached) and a total of \$35,704,602 in fundraising activity recorded for the fiscal year -- a new high at SFU. This achievement sets a new benchmark for future fundraising.

### 2.0 Results

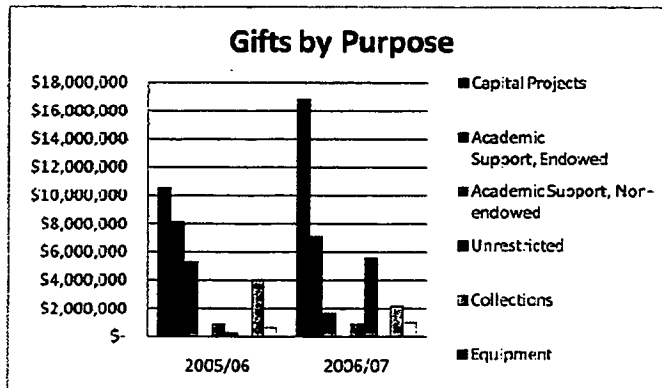
**Table 1: Gifts by Purpose**

Gifts by Purpose		
	2005/06	2006/07
Capital Projects	\$ 10,595,530	\$ 16,825,999
Academic Support, Endowed	\$ 8,149,189	\$ 7,143,453
Academic Support, Non-endowed	\$ 5,355,139	\$ 1,706,607
Unrestricted	\$ 40,546	\$ 40,511
Collections	\$ 894,645	\$ 894,948
Equipment	\$ 297,752	\$ 5,659,807
Other	\$ 117,499	\$ 103,670
Student Aid, Endowed	\$ 4,082,715	\$ 2,284,319
Student Aid, Annual	\$ 742,715	\$ 1,045,288
	<u>\$ 30,275,730</u>	<u>\$ 35,704,602</u>

#### Capital Projects

Over the past year more than \$16,000,000 was raised in support of SFU's capital projects. Pledges and gifts to the Segal Graduate School of Business, the School for the

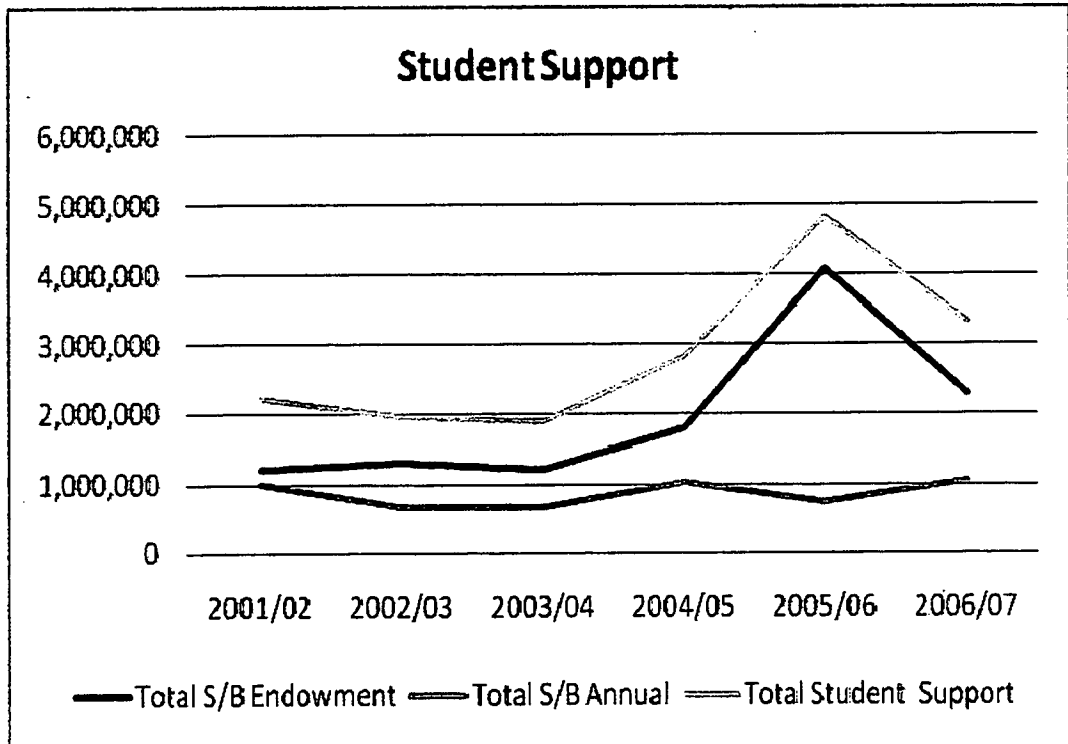
Contemporary Arts, SFU's Surrey Campus, and our new Health Sciences building exceeded capital fundraising in any other single year. The overall





increase of more than \$5 million in gifts and pledges to SFU in this fiscal year over last is largely due to the increase in gifts to capital projects

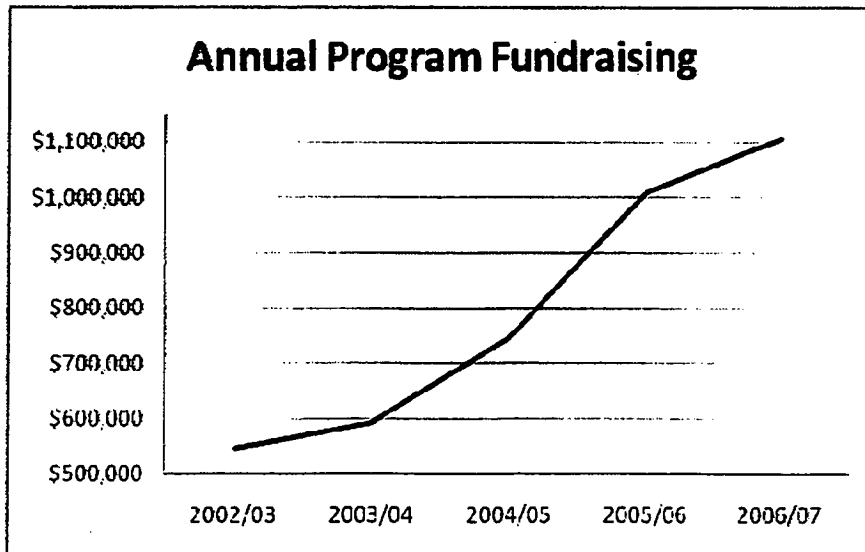
- Academic Support** With donations of almost \$9,000,000 to endowed and one-time academic support, donor interest in this university priority continues to be strong. A \$4.9 million donation of equipment from IBM, divided between the Faculties of Arts & Social Sciences and Applied Sciences, brings gifts that support the work of our faculty members to nearly \$14 million, approximately the same amount raised last year in these categories.
- Student Aid** Donors contributed nearly \$3.5 million towards student support in the form of endowments and annual gifts. Although this amount is a reduction in fundraising in this area over last year, which had included an extraordinary bequest of \$2 million, it is nevertheless part of a generally increasing trend in fundraising for student aid. The Burnaby Mountain Matching Program served to encourage gifts endowed gifts.





**3.0 Notable Achievements**

- A \$5 million pledge of land to Simon Fraser University's School for the Contemporary Arts initiative at the former Woodward's site.
- A gift of \$10,123,750 in shares from Stewart and Marilyn Blusson to our new Faculty of Health Sciences – the largest single donation in SFU's history. Through a gift agreement, \$12 million will flow to the university from this gift.
- Merck Frosst Canada Inc. pledged \$1 million to our Chair in Arthritis Research
- IBM pledged a \$4.9 million gift in kind to be shared by the Faculties of Applied Sciences & Arts & Social Sciences
- BC Cancer Foundation pledged \$1.5 million to the Chair in Health Disparities in Cancer
- Our Annual Program raised \$1,107,286 – a 9.6% increase over 2005/2006 – from campus and alumni donors, through three distinct efforts: our Fall and Spring Calling Campaigns, and our Campus Campaign. Over the last five years gifts raised through these programs have increased by more than 100%, evidence of increasing support from our alumni, faculty and staff.

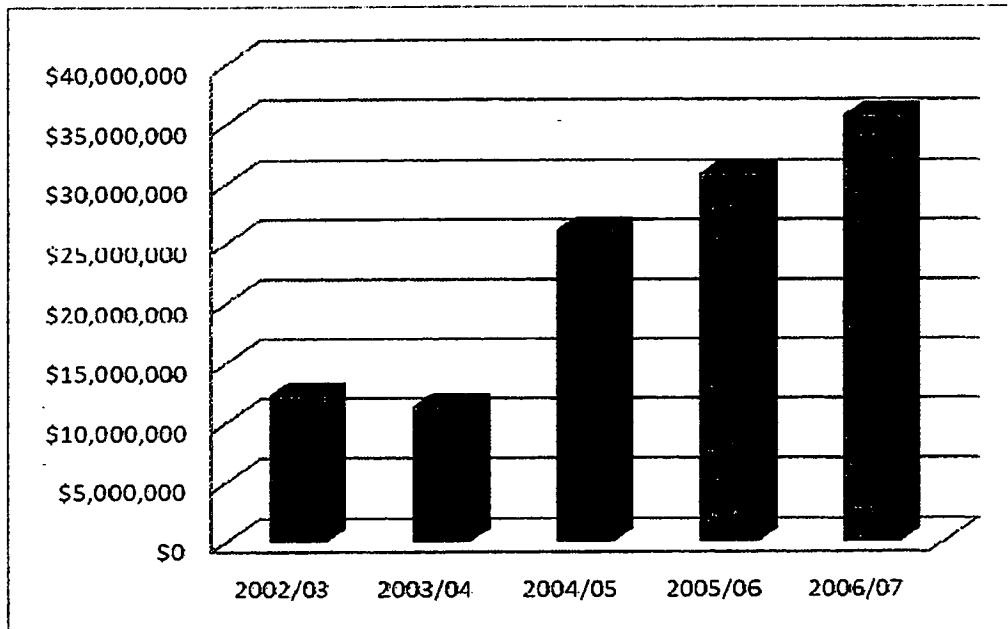




**4.0 Comparison to Previous Years Fundraising Activity**

**Table 2: Fundraising Activity by Fiscal Year**

2002/03	2003/04	2004/05	2005/06	2006/07
\$12,292,228 <sup>1</sup>	\$11,330,935	\$26,078,294	\$30,754,844	\$35,704,602



Overall donations to Simon Fraser University have increased to a new level. Gifts and pledges have nearly tripled over the past three years, thanks in part to our Reaching New Heights Campaign, which ended in December 2006, and to the leadership of our President and Chancellor. Donations have been received from faculty and staff through our newly invigorated Campus Campaign, from our loyal alumni donors through our annual calling program, and from our generous major gift donors.

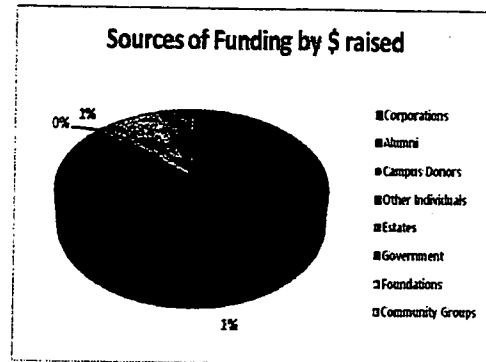
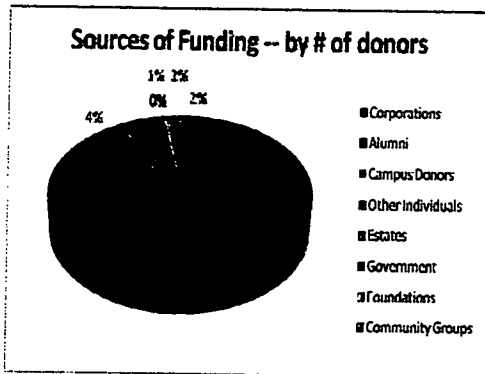
<sup>1</sup> Does not include \$14,334,354 gift of assets from the SFU Community Corporation, which later became the SFU Community Trust



**Table 3: Summary by Source of Funds for Fiscal Year 2006/07**

Source	Amount	% of total
Corporations	\$ 14,802,658	41.46%
Alumni	1,505,527	4.22%
Campus Donors	435,506	1.22%
Friends	13,920,750	38.99%
Estates	17,077	0.05%
Government	372,258	1.04%
Foundations	2,908,458	8.15%
Community Groups	1,742,368	4.88%
	<b>\$ 35,704,602</b>	

As is often the case, gifts from individuals make up a significant proportion of our donations. Individual alumni, campus members, and community donors gave a total of 15,861,783 or 44.43% of our gifts. Corporations come close with 41.6% of gifts. We anticipate an increase in 2007/08 in the percentage of gifts through bequests and other estate vehicles with the successful recruitment of a Director of Planned Giving.



**5.0 Endowed Funds Raised**

University fundraising augmented the University's endowment by \$9,427,772, with endowed gifts to support faculty and departmental initiatives and student scholarships, bursaries and awards.



#### 6.0 Cost per dollar raised

During the fiscal year 2006/07, University Advancement spent \$2,280,387 for salaries, benefits and expenses. Faculties contributed another \$420,000, for a total cost of \$2,700,387. SFU's cost per dollar raised, with total fundraising activity at \$35,704,602, is 7.6¢. Fundraising literature suggests that fundraising costs at post secondary institutions can run as high as 20%<sup>2</sup>. In a recent article, the University of Alberta projected that fundraising costs for its capital campaign, ending in 2008, will be 14% if the fundraising goal is achieved.<sup>3</sup>

#### 7.0 University Advancement Productivity

Industry standards suggest that productivity in effective post-secondary fundraising programs is \$1 million raised for each advancement staff member (includes fundraisers, support staff, and prospect management: excludes advancement services, such as systems support and donations processing). As of the end of fiscal 2006/07, University Advancement had 30.5 FTE, of which 21.5 met the criteria described above (13.5 fundraisers, 5 support staff and 3 researchers). With \$35 million raised, our productivity was \$1.74 million for each advancement staff member.

#### 8.0 Summary

The fiscal year 2006/07 saw the successful completion of our Reaching New Heights capital campaign. We surpassed our fundraising activity for 2005/06 and set a new benchmark for achievement in the future. The addition of critical fundraising staff, including an Advancement Officer in our Faculty of Health Sciences, a Director of Planned Giving, a Director of Leadership Gifts, and a Manager of Donor Relations will go a long way toward achieving those goals. We will also look to our Faculty liaisons to help set new fundraising priorities and integrate new requirements into our ongoing responsibilities. Our challenges in the coming year include developing comprehensive Planned Giving and Stewardship Programs, and serving increasing demand for University Advancement services across a broad range of faculty and department needs. We know we can rely on our partners and advisors on our Board of Governors, in the university community, and in the community at large to help us meet our challenges.

---

<sup>2</sup> Greenfield, James. *Fundraising: Evaluating and Managing the Fund Development Process* (1999)

<sup>3</sup> *University of Alberta Advancement Services Updated* October 2004