

S.07-58

SIMON FRASER UNIVERSITY
Senate Committee on University Priorities
Memorandum

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic

RE: Three Year Academic Plan 2007-2010
(SCUP 07-22)

DATE: March 9, 2007

At its March 7, 2007 meeting SCUP reviewed and approved the Three Year Academic Plan for 2007-2010.

Motion

That Senate approve the Three Year Academic Plan for 2007-2010.

encl.

c: G. Nicholls

THREE YEAR ACADEMIC PLAN 2007- 2010

March 20, 2007



SIMON FRASER UNIVERSITY
THINKING OF THE WORLD

THREE YEAR ACADEMIC PLAN 2007 – 2010

1. INTRODUCTION

SFU's *Values & Commitments* together with *The President's Agenda 2005 – 2009 – SFU: Recreating Canada's Most Exciting University* provides direction and priorities for the selection of academic goals and objectives for the Academic Plan.

These Values & Commitments are that:

- *We are an open, inclusive university whose foundation is intellectual and academic freedom.*
- *Our scholarship unites teaching and research: we celebrate discovery, diversity and dialogue.*
- *Our students and communities can expect teaching that is personal and learning opportunities that are life long.*
- *We champion the liberal arts and sciences and pioneering interdisciplinary and professional programmes.*
- *We are a university where risks can be taken and bold initiatives embraced.*

The President's Agenda highlights priorities regarding the enhancement of academic quality, the enhancement of the student experience at SFU and the increased integration of the university with the society that it serves. In general he identifies three objectives, namely;

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

In order to achieve these objectives the President has proposed three more specific objectives relating to academic quality enhancement, greater attention to and recognition of the quality of student life, and an improved public profile.

Academic Quality Enhancement

Four dimensions have been identified to enhance academic quality:

Graduate Student 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. The President proposes that SFU aim to increase the proportion of our total enrolment in graduate programmes to 25% of total enrolment. To achieve this objective, government funding of graduate student enrolment must be obtained.

Programme Diversification: Increasing the number of professional and quasi-professional programmes, as well as creating new interdisciplinary specializations is a priority.

Undergraduate Curriculum Revisions: In order to assure higher quality undergraduate programmes across the board the successful completion of the implementation of the curricula revisions which provide for improved written communications, quantitative reasoning and breadth requirements in the undergraduate curricula is imperative.

International Enrolment and Programmes: International enrolment targets (graduate and undergraduate) should move from 10% to 15% of total enrolment. The pursuance of joint degree programmes with other front-ranking institutions is encouraged.

Quality of Student Life

To enhance the quality of the SFU experience for students four areas have been identified for improvement:

Undergraduate Course Availability: Course accessibility has been a concern. Undergraduate students must be able to complete their degrees in a timely fashion.

Internationalization: Richer contact between domestic and international students is encouraged as is the inclusion of an international experience such as international field schools.

Quality of Student Services: The capacity for serving students needs to be optimized through the optimization of the new student services information system as well as improved counseling and general support for students.

Extra-Curricula Programmes: SFU must become 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 with a stimulating on-campus life outside the classroom. Athletics and recreation facilities need to be improved and more varied programming in the visual arts should be developed.

Public Profile

Three areas have been identified for improvement here:

Media Profile: Improvements in SFU's media profile through the development of a visual identity programme, the cultivation of media contacts and the use of 'expert consultants' are planned.

Alumni: To develop an effective feedback and communication channel from alumni to assist SFU achieve its objectives regarding advancement, government relations, academic and community outreach.

Private Fundraising: Significant progress has been made in private fundraising and this capacity needs to be further developed.

2. THE ACADEMIC PLANNING PROCESS

One of the objectives of this planning cycle is to align the academic planning activity with other planning processes within SFU. This is to ensure that a logical sequence of planning activities is followed, each of which feed into one another and includes all relevant inputs and outputs at each stage. In this way the academic plans and priorities are able to inform the University's budgets.

The academic planning process began with an Academic Planning Retreat in April 2006 to assess the progress that had been achieved by the various areas within the Vice President Academic's portfolio in implementing their plans for the period 2004 – 2007. A document summarizing the highlights for each of the previous goals is attached as an appendix (Appendix 1). This Retreat also provided an opportunity to consider and determine a number of strategic priorities which would be used in the drawing up of academic plans for Departments, Faculties and other VP Academic areas for the next planning cycle.

Based on these discussions Planning Guidelines, including the identified Planning Priorities were issued by the Vice President Academic to Faculties. The Faculties then tasked their Departments to develop three year plans. The Departments submitted their plans to their Faculty and the Faculties then developed Faculty plans for submission to the Vice President in October, 2006.

A second Academic Planning Retreat was held on November 2006 where Deans and other unit heads formally presented their plans to the Vice President, Academic. Their plans were discussed and these discussions led to the agreement of some six focus areas which are the foundation of this University Academic Plan. This plan was then developed and endorsed by each of the Deans and presented to the Senate Committee for University Priorities and to Senate in April 2007 by the Vice President Academic.

Progress in implementing this plan will be reviewed annually and adjustments may be made as required.

3. PLANNING CONTEXT 2007 - 2010

A number of dynamics in both the external environment and in SFU's internal situation will have a significant impact on its operations over this three year planning horizon. While these issues, and the associated challenges and risks they create, are recognized and taken into account in the development of this Plan, SFU has the strength and commitment to adapt to the environmental changes and succeed in achieving the goals.

3.1 External Environmental Issues

SFU is operating within a changing environment with a number of major issues impacting operations. Two of these major issues are: student enrolment, which is changing from being 'supply constrained' to 'demand driven' and the continuing trend of limited financial resources. The attainment of SFU's growing enrolment targets will be severely challenged by these factors.

'Demand Constrained' Enrolment

Demographics: SFU draws its student body primarily from the Lower Mainland. Some 42% of new students are newly graduated BC 12 students while a further 35% come from the BC colleges as transfer students and BC associate degree graduates. The remainder (22%) come from other sources.

Nearly 75% of new students registering at SFU are aged between 18 and 24, increasing from 70% in 2000. Of the new students only 8% are aged between 25 and 29 and only 6% are aged between 30 and 44. This indicates an extremely high reliance on local sources for students belonging to the 18-24 age cohort. The population of BC is expected to grow dramatically over the next number of years, however the growth will take place mainly in the cohorts older than 24 years. The 18 – 24 cohort will in fact decline from over 420,000 currently, to about 375,000 in 2020.

SFU continues to meet the rising demand for a new generation of highly qualified individuals to fill important educational, research and administrative positions in the public and private sectors by developing innovative research-intensive and professional graduate programmes and this change in demographics creates a growing need for continuing studies and professional programmes for the growing older cohort.

Economics: The current good economic climate in BC negatively impacts the perceived need for post secondary education among the population and it is anticipated that the attraction of good students is going to be much more of a challenge than it has been in the past.

Competition: The increased capacity for higher education being built in China and the aggressive competitiveness of the UK, Australia and the USA in attracting international students is also being felt by Canadian universities.

The impact of these influences have already been felt with 3.7% fewer applications being made to SFU in Fall 2006 than in 2005 and a 11.3% decline in BC College applications. Other BC universities have had similar experiences.

These issues will create an extremely competitive environment and SFU will meet the challenge by proactively ensuring the student's university experience is optimized, the courses and programmes are innovative, relevant and enjoyable and that all services provided to students are efficient and effective.

SFU has developed an enrolment plan which includes the SFU contribution of 3000 student places towards the Provincial Governments targeted growth of 25,000 spaces by 2010/11. The Enrolment Plan sets enrolment targets for each Faculty for the next three years as well as by categories of graduate and undergraduate students and domestic and International students. SFU also continues its rapid expansion of the SFU Surrey campus and the enrolment level of 2,500 FTE will be achieved on the Surrey campus by 09/10. This target includes a goal of graduate students representing 20 percent of the student population and all six SFU Faculties offering programmes at SFU Surrey.

The Draft Enrolment Plan is attached as Appendix 2.

Funding Shortfalls

There are very significant inflationary and growth pressures that have not been addressed in the provincial grant. The inflation rate applicable to higher education could be as much as three times the national inflation rate. The result is that costs are outstripping revenues and annual deficits in the operating budget have to be funded through the use of 'one-time' money and 'across-the-board' budget cuts.

The Provincial Government has not funded a general access programme for graduate students since 1990 and general tuition increases have been held at 2% for two years running.

SFU has had to implement a 2.5% cut across all VP portfolios and support units for the 2007/08 budget year as a way of managing a projected deficit. This projected deficit is expected to grow exponentially in the future should the provincial funding levels not be reviewed or the limit to 2% tuition increases not be relaxed.

SFU however does continue to work toward increasing "non-traditional" sources of funds and to become less reliant on the Province. These funding sources include: federal CFI, CRC and IDC funding, as well as growth of endowments, "cost recovery" programs and activities.

Government Focus on First Nations

The Government of British Columbia is forging a new relationship with Aboriginal people based on reconciliation, recognition and respect. This relationship is intended to reshape the social and economic landscape and create a more inclusive and prosperous future for all British Columbians. This initiative includes a vision to ensure that "Aboriginal post-secondary education outcomes are comparable with those of non-Aboriginals and that institutions play appropriate roles and are supported by the combined resources of the federal and provincial governments". Two goals have been set to achieve this vision.

- Close the educational gap for Aboriginal learners.
 - *Increase the access, retention, completion and transition opportunities for Aboriginal learners.*
 - *Increase the reactivity and relevance of post-secondary institutions and programmes for Aboriginal learners.*
 - *Strengthen partnerships and collaboration in Aboriginal post-secondary education.*
- Effective and accountable programmes and services implementation and delivery.
 - *Ensure effective measurement and progress monitoring.*

SFU must take this opportunity to play a major role in First Nations post-secondary education.

3.2 Internal Issues

Faculty and Academic Administrators

In addition to growth required to address increasing enrolment mandates, the University continues to experience significant turnover due primarily to regularly scheduled retirements. Since 2001/02 97 faculty have retired from SFU. In the next five years 113 faculty are scheduled to retire and over the next decade a total of 241 faculty will retire. The impact of these planned retirements on the university may be diminished to some degree should the Province end mandatory retirement in the near future. The Faculty Renewal Plan is attached as Appendix 3.

Over the past four years SFU has employed a high number of new faculty (65 in 03/04, 77 in 04/05, 86 in 05/06 and a planned 55 for 06/07). The introduction of this large number of new faculty has reduced the average age of the faculty and reduced the tenured professoriate ranks very significantly. The planned replacement for the retiring faculty will exacerbate this even further.

In order for SFU to meet the research and teaching challenges of the future it is imperative that the new cadre is assimilated into the SFU culture, developed rapidly as necessary and supported wherever possible.

This high degree of faculty turnover and faculty growth creates additional stresses on the Faculties to meet their objectives including the filling of various administrative roles by faculty.

In this planning period SFU will also lose a number of senior academic administrators including Deans and Department Chairs. Currently three Deans searches are under way (Arts & Social Sciences, Health Sciences and Business Administration) and a further four Deans will complete their terms in 2008 (Graduate Studies, Applied Sciences, Science and Education).

The international shortage of good faculty and the difficulty in attracting them to Vancouver, where the cost of living is very high, intensifies the recruitment difficulties including the meeting of salary expectations particularly while under conditions of stringent financial restraint.

Faculty Structure

SFU is a very different institution from what it was in 1965 in terms of its size, differentiation, breadth of programming, diversity of research, and engagement with its community. Within the last decade alone, student enrolment at Simon Fraser University has increased by 31%.

SFU now has five different campuses spread across four cities and while the academic structure provides an integrating framework for the university, it also has an embedded flexibility that enables the five campuses to develop in accordance with their unique mandates and distinct communities.

To continue to make certain that our academic structure supports our strategy and that SFU is poised for the challenges ahead the Vice President, Academic, established the Faculty Structure Task Force in October 2005. Its mandate was to review Simon Fraser University's academic structure and its strategic vision for the future.

After nearly a year of deliberations and community consultations, the Faculty Structure Task Force has concluded in Phase 1 that there are opportunities for the University to advance its strategic goals more effectively and visibly by creating a new structure.

In December of 2006 Senate agreed that there are opportunities for strengthening and better positioning the University for the future and that this process should continue. The objective being to seek an academic structure that better suits our environment and the opportunities envisage and the Phase 2 Task Force has been mandated to:

- Consider and evaluate proposals from the University community as well as those developed by the Phase 2 Task Force itself, and following exploration and consultation with the University community, recommend to Senate an overall academic unit configuration for Simon Fraser University;

- Consider and evaluate the coherence, roles, responsibilities, functions, administrative requirements, costs, and terminology of the structural building blocks employed at Simon Fraser University (i.e. programs, schools, departments, centres, and institutes) and, following exploration and consultation with the University community, recommend to Senate a strategy that will provide definitional clarity, administrative effectiveness, and appropriate differentiation among these structures; and,
- Consider and evaluate the University's effectiveness in incubating, facilitating, and supporting interdisciplinary research and programming and, following exploration and consultation with the University community, recommend structural and/or policy changes that will enhance interdisciplinary innovation in the future.

The options and proposals, for consideration by Senate and the Board of Governors, are expected by the end of 2007 and implementation will, in all probability, be concluded within the 2007- 2010 planning period. The development of the proposals and the implementation of the agreed structure is expected to take up a significant amount of time and effort.

Surrey Campus Development

The challenges of establishing the new campus continues and with much of the planned space now occupied, the initial programmes in place and all Faculties participating, the focus will be on further course development and the meeting of the student enrolment targets, which are expected to build to 5000 students in 2016.

As soon as the facilities at the Surrey campus can accommodate wet labs the Faculty of Science will begin offering programmes that include laboratory content.

Space Shortage

Both teaching and research space remain an issue for SFU. On completion of the current capital projects SFU will still be at only 87% of the BC space planning standards. The anticipated student enrolment growth and the increase in research projects being undertaken will also intensify the issue for Faculties. It may be possible to relieve this tension by extending the university day into the evenings and holding lectures on the weekends to maximize the use of facilities.

IT Systems Development

The life of PeopleSoft has been extended and the anticipated migration to Oracle Fusion is to be delayed until Oracle's plans and products become clearer. The student information system (SIMS) has been upgraded to Campus Solutions - Version 8.9. The challenge now is to make good use of the systems to enhance processes and deliver improved services to students, faculty and staff.

The SAKAI open source initiative for an online collaboration and learning environment is continually being monitored and the WebCT Vista version is being implemented to support greater clustering to satisfy user load. A number of initiatives are underway to explore, and where appropriate, provide services such as blogs, wikis and podcasting.

4. ACADEMIC GOALS

The goals and objectives as well as the associated indicators have been developed by reaffirming our basic values and responsibilities to our students, to society and our immediate community. This process began with academic plans developed by Departments, followed by Faculties producing their academic plans, and outputs from these plans then culminated in the development of this Academic Plan. The result of this process was the identification of the following six goals:

1. **Student Service and Success**
To provide an outstanding student learning experience and support for students to realize their objectives.
2. **Research Innovation & Quality**
To support and pursue internationally competitive research initiatives.
3. **Academic Innovation & Quality**
To ensure that all programmes and courses offered are of the highest quality, remain current and relevant to the students and society SFU serves.
4. **Succession Planning**
To continue to renew and support SFU faculty to meet the teaching, research and administrative challenges of the future.
5. **First Nations**
To support and pursue opportunities to provide educational opportunities for First Nations.
6. **Financial Sustainability**
To ensure our resource levels are sufficient and well managed.
7. **Community outreach and partnership**
To enhance and apply our academic resources by contributing to our communities and developing significant links with a range of partners.

By achieving these goals SFU will be in an advantaged position to recruit and retain outstanding faculty and to continue to provide a challenging and rewarding learning environment and experience for its students and faculty.

Wherever possible performance measures and or indicators have been identified which reflect progress or performance in achieving the goals. Not every objective has a measure associated with it and in determining performance in these cases subjective assessments will be made. The indicators identified are not 'cast in stone' and will be reviewed and

perhaps modified over time. The performance indicators identified to date are attached in Appendix 4.

GOAL 1 - STUDENT SERVICE & SUCCESS

To provide an outstanding student learning experience with adequate support for them to realize their objectives.

Objectives

- 1.1 Deliver a high level of service to all students and potential students.
- 1.2 Ensure that Student Services has skilled and experienced leadership that embraces best practice.
- 1.3 Develop mechanisms to integrate and coordinate SFU recruitment activities with the Faculty initiatives for recruitment.
- 1.4 Ensure the generation of applicants and the required conversion rate of the number of '*admissible applications*' to the number of '*registrations*' are sufficient to meet targets.
- 1.5 Ensure the scheduling of space and time are done optimally.
- 1.6 Investigate the introduction of a 'Pre-registration Process' to assist in improved enrolment planning.
- 1.7 Ensure Faculties are productively engaged in student recruitment and consider direct programme admissions where possible.
- 1.8 Ensure Faculties are attentive to the impact and consequences of student retention.
- 1.9 Increase the proportion of senior faculty who teach first and second year courses.
- 1.10 Fix the course accessibility challenge.
- 1.11 Provide a rich student community life experience including learning support as well as recreation and athletics.
- 1.12 Attract and retain excellent graduate and undergraduate students to meet our student enrolment targets for the next three years with regard to;
 - Domestic Undergraduate Students
 - International Students
 - Graduate Students

GOAL 2 - RESEARCH INNOVATION & QUALITY

To support and pursue internationally competitive research initiatives.

Objectives

- 2.1 Support the SFU Research Strategic Plan.
- 2.2 Support the development of internationally recognized research.
- 2.3 Identify and support major multidisciplinary and interdisciplinary research opportunities, including the development of applications to the Community Trust Endowment Fund.
- 2.4 Encourage multidisciplinary and interdisciplinary research and teaching, particularly between the sciences/applied sciences on the one hand and the social sciences/humanities on the other.

GOAL 3 - ACADEMIC INNOVATION & QUALITY

To ensure that all programmes and courses offered are of the highest quality and remain current and relevant to the society SFU serves.

Objectives

- 3.1 Develop programmes including professional programmes and continuing studies options to meet the changing demographics of the lower mainland.
- 3.2 Develop new programmes for the Surrey campus and launch them as planned.
- 3.3 Develop and launch new Health Sciences programmes as planned.
- 3.4 Support interdisciplinary and cross disciplinary programmes.

GOAL 4 - SUCCESSION PLANNING

To continue to renew and support SFU faculty to meet the teaching, research and administrative challenges of the future.

Objectives

- 4.1 Recruit high caliber faculty to meet the approved Faculty Renewal Plan/s.
- 4.2 Encourage the mentoring of new and mid-career faculty in the full range of professional responsibilities, including administrative roles such as chairs and directors.
- 4.3 Ensure that new faculty realize their potential.
- 4.4 Provide high quality development opportunities for faculty to enhance their teaching and research skills.
- 4.5 Support the retention and enhancement of support staff.

GOAL 5 - FIRST NATIONS

To support and pursue opportunities to provide educational opportunities for First Nations

Objectives

- 5.1 Implement the Strategic Plan to support First Nations research and education.
- 5.2 Attract resources to support First Nations initiatives from the public and private sector, and from agencies and organizations supporting research innovation.
- 5.3 Facilitate the integration of innovative First Nations culturally relevant content into the curriculum and assist academic departments or units in the development of courses and programs that include a First Nations perspective.
- 5.4 Improve the recruitment, retention and successful participation of First Nations students by increasing First Nations undergraduate enrolment by a minimum of 50% and First Nations graduate enrolment by a minimum of 25% by the year 2012.

GOAL 6 - FINANCIAL SUSTAINABILITY

To continue to ensure our resource levels are sufficient and well managed.

Objectives

- 6.1 Ensure that informative financial reporting and forecasting is in place to assist Faculties and Support Units with financial management.
- 6.2 Ensure that annual budgets are realistic and that incremental budget allocations relate to enrolment growth, agreed strategic initiatives and inflation pressures.
- 6.3 Develop, where possible, 'cost recovery' options for services and programmes.
- 6.4 Improve connections and communications with alumni and to optimize every opportunity for private fundraising.

GOAL 7 - COMMUNITY OUTREACH AND PARTNERSHIP

To enhance and apply our academic resources by contributing to our communities and developing significant links with a range of partners.

Objectives

- 7.1 Develop new credit undergraduate and graduate programmes for adult and non-traditional learners including on-line credit and non-credit professional programmes
- 7.2 Develop and implement the weekend university.
- 7.3 Develop stronger linkages with Colleges and University Colleges to promote student mobility and mutually beneficial teaching, research and community outreach programs.
- 7.4 Engage critically in discussions of important public issues, utilizing the Centre for Dialogue where ever appropriate.

5. FINANCIAL PLAN

The 2007/2008 budget for the Vice President Academic and Provost's portfolio has been set at \$246,168,000. A total of 95% of this budget is spent directly in providing teaching and services for students. Over 72% of the budget is spent by the six Faculties with a further 23% being spent by Continuing Studies, Graduate Studies, Student Services and on scholarships and bursaries. The remaining 5% is spent on support for faculty and students in areas such as LIDC, the Office of Analytical Studies and the Surrey Campus.

Expenditures are normally directly linked to enrolment growth. Therefore it is expected that as the student enrolment targets are reached the expenditure will grow at a similar rate. It is also expected that the relationship between the expenditure of Faculties, the expenditure of supporting units and the expenditure on administration will remain constant.

As shown in the table below total expenditure is expected to grow by 3.5% in 2008/09 and 2.4% in 2009/10 to correspond with FTE enrolment growth.

Vice President, Academic & Provost Expenditure & FTE Enrolment Growth

	Budget 2007/08	Forecast 2008/09		Forecast 2009/10	
	'000,000	'000,000	Annual % Increase	'000,000	Annual % Increase
Vice President Academic & Provost Expenditure	\$234.6	\$242.8	3.5%	\$248.6	2.4%
	FTE	FTE		FTE	
Total Student Enrolment (FTE)*	21,726	22,490	3.5%	23,030	2.4%

* Source: Draft SFU Enrollment Plan 2007/08 – 2009/10

6. IN CONCLUSION

During the next three-year period SFU will continue to concentrate on delivery, execution and completion of the projects and initiatives of the last number of years and ensure that all opportunities are acted upon.

By working towards the goals of this plan SFU will continue to provide:

- the best teaching and research in the liberal arts and sciences;
- the most innovative interdisciplinary and professional programs;
- the most creative community outreach and partnership; and
- innovative basic research that expands the foundations of knowledge.

The achievement of these academic goals will directly support the attainment of the ideals setout in the President's Agenda of *Enhanced Academic Quality, Improved Quality of Student Life* and a raised *Public Profile*.

This plan should be seen as a living document that may be altered from time to time to suit SFU's dynamic environment. The plan will be reviewed at least annually as progress in achieving these goals and objectives is assessed and reported to the university constituents.

Appendices

- Appendix 1 – Achievements in the last planning period (2004 – 2006)
- Appendix 2 – Draft SFU Enrollment Plan 2007/08 – 2009/10
- Appendix 3 – Draft Faculty Renewal Plan (Abridged Version) 2007/08
- Appendix 4 – Performance Indicators for 2007 – 2010

APPENDIX 1 of the ACADEMIC PLAN 2007 - 2010

ACHIEVEMENTS IN THE LAST PLANNING PERIOD (2004 – 2006)

The Academic Goals, discussed below, have been in existence since June 2004. Progress in achieving each Goal were recently assessed as a precursor to beginning the 2007 – 2010 planning cycle of three year academic planning and a brief overview of these achievements is included here.

Progress in achieving these Goals is, in general, considered to be exceeding our original expectations. A brief summary of the highlights of some of these achievements follow.

GOAL 1

- ❖ *To successfully establish and integrate the Faculty of Health Sciences within SFU.*

Progress

- Currently 14 faculty are in place and by September 2007 this number will reach 26
- A Masters in Public Health has been established with a Masters in Global Health coming on stream in September 2006 as well as a BA (Health Sciences)
- Over 100 students are enrolled in the Faculty
- Over \$2.5 million in research funding has been realized.

GOAL 2

- ❖ *To develop and integrate the Surrey Campus into SFU*

Progress

- A total of 1,173 FTE's are enrolled in Surrey programmes while 42 continuing appointments and some 27 term appointments have been made
- The Faculties of Arts & Social Sciences, Education, Science, Applied Science and Business Administration all are running programmes at Surrey including a large number of Continuing Studies options. A number of new programmes will be launched over the next few years
- The Network of Centre of Excellence in Design has been established at Surrey
- All support services including a well resourced Library are operating at service levels similar to what is experienced on the Burnaby Mountain campus.

GOAL 3

- ❖ *To continue activities to Support the Double The Opportunity (DTO) Programme.*

Progress

- Graduate student enrolment in DTO Programmes has been achieved but the undergraduate targets have yet to be reached.
- A number of Computing and Engineering Science majors have been established and more will be added in the next year.

GOAL 4

- ❖ *To implement the new undergraduate admission and graduation requirements*

Progress

- All courses (WQB) have been designed and the admission requirements are fully implemented. New WQB courses will be added as required.
- A student Learning Commons has been established to provide student support in research, study and writing skills.
- External Reviews of the English Bridge Programme, the English Language & Culture Programme and the Language Training Institute are in the planning stage and will take place in the future.

GOAL 5

- ❖ *To work with the Vice-President, Research to enhance SFU's research capacity*

Progress

- SFU Strategic Research Plan is in place with five research themes identified.
- \$3.5 million funded through the SFU Community Trust Endowment Fund is available for research proposals associated with these themes.
- Funding Council competition results:
 - SSHRC – SFU 50% (National Ave 39%)
 - NSERC
 - Discovery Grants – SFU 90% (National Ave 73%)
 - Research Tools – SFU 54% (National Ave 37%)
 - I2I Grants – SFU 72% (National Ave 50%)
 - CIHR – SFU 25% (National Ave 27%)

GOAL 6

- ❖ *To support and pursue opportunities to provide educational opportunities for First Nations*

Progress

- A number of First Nations programmes have been developed including;
 - Joint Major in Archeology & First Nations Studies
 - New Post Baccalaureate Diploma in First Nations Studies
 - First Nations Major partnered with Thompson Rivers University
 - Education Professional Development Programme (Kamloops 2006)
- A full-time recruitment position has been filled in Student Services and a joint Provincial recruitment strategy partnership with NVIT, UBC, UVIC, UNBC, VCC, and SFU has been agreed
- A Strategic Plan for First Nations has been agreed

GOAL 7

- ❖ *To maintain and enhance SFU's standing as a major international University*

Progress

- Dual degrees have been planned or established with institutions in China, India, France and Australia.
- The School for International Studies has been established at the Vancouver campus. Initial programmes to include Special Cohort MA (International Leadership Programmes) as well as undergraduate major and minor programmes in International Studies).
- Over 150 educational partnerships are in existence and over 130 SFU students go on international exchanges annually.
- International student enrolment is now at 9% of total undergraduate enrolment.
- An agreement has been put in place with IBT (Australia) to establish the Fraser International College and ensure a steady flow of international students to SFU. Some 81 students registered in the Fall and 78 in the Spring.

GOAL 8

❖ *To effectively manage major academic capital requirements*

Progress

- At Burnaby the following space is being added/planned (net square meters)
 - 2004/5 – IRMACS - 1,686 sq m
 - 2005/6 – TASC 1 – 5,749 sq m
 - 2006/7 – TASC 2 – 7,927 sq m
 - ASSC 1 – 4,335 sq m
 - 2007/8 – ASSC 2 – 7,366 sq m
- At Surrey the following space has been added/planned;
 - 2005 – 200 seat lecture theatre added
 - 2006 – additional space for Library, Student Learning Commons, SIAT Research Labs, lecture theatres, classrooms and seminar rooms
 - Jan 2007 Galleria 4 opened
 - June 2007 Galleria 5 opens
- At Vancouver the Woodward's development is being pursued which would add 6,600 net sq. meters.

GOAL 9

❖ *To improve service levels to Students, Faculty and Staff*

Progress

- The Student System replacement is now complete and upgrades are being undertaken.
- All Student Services business processes are being redesigned to provide improved service levels to students
- Course scheduling policy has been implemented and a Classroom Maintenance Committee has been established to ensure classroom conditions meet expectations
- Student Services is now led by an Associate Vice President who has drafted a Strategic Plan for Student Services and is in the process of reorganizing the area for both efficiency and effectiveness.

GOAL 10

❖ *To support succession planning*

Progress

- Research Support: Senior SFU faculty act as mentors to new/junior colleagues re grant applications to CIHR, NSERC and SSHRC.
 - The following resources are available to SFU faculty
 - 38 Mentors
 - 7 Research Liaison Officers
 - 9 Research Grant Facilitators
- Education Support:
 - Academic Relations Web Site was established to provide information and guidance to faculty
 - Faculty development programmes
 - Certificate Programme on Teaching & Learning - 32 graduate students/future faculty attended
 - Basic Skills workshops - 300 enrolments in 3 years
 - Certificate in Design, Delivery & Evaluation of online courses participation - 60 enrolments in 3 years
 - 4 day 'Course Redesign' course participation (Train-the-trainer) - 60 enrolments in 3 years
 - Individual and group/programme support by LIDC - 300 faculty supported in 3 years

APPENDIX 2 of the ACADEMIC PLAN 2007 - 2010

Draft SFU Enrollment Plan (28/02/2007)

BY FACULTY:	SIMON FRASER UNIVERSITY THREE-YEAR ENROLLMENT PLAN											
	2007/08				2008/09				2009/10			
	Undergraduate	Int'l A	Total	SFU	Undergraduate	Int'l A	Total	SFU	Undergraduate	Int'l A	Total	SFU
PROGRAM FTE'S												
APPLIED SCIENCES												
Incremental FTE	+59	+60	+119	+68	+36	+312	+10	+322	+5	+206	+10	+216
% Increase	2.1%	30.0%	4.0%	12.0%	13.9%	10.1%	1.6%	8.6%	1.7%	6.0%	1.5%	5.3%
Total FTE	2,839	261	3,099	636	3,114	297	3,411	646	3,315	302	3,617	4,274
ARTS & SOCIAL SCIENCES												
Incremental FTE	-25	+85	+59	+68	+85	-167	+38	-129	+16	-56	+24	-32
% Increase	-0.3%	15.0%	0.7%	9.3%	13.1%	-1.9%	4.8%	-1.3%	-0.9%	2.1%	-0.6%	-0.3%
Total FTE	8,230	650	8,880	798	7,978	735	8,713	836	7,906	751	8,656	9,517
BUSINESS ADMINISTRATION												
Incremental FTE	-3	+56	+53	+48	+58	+58	+0	+58	+0	+15	+0	+15
% Increase	-0.2%	15.1%	2.4%	17.2%	13.5%	2.6%	0.0%	2.2%	0.0%	3.0%	0.6%	0.6%
Total FTE	1,829	427	2,256	327	1,829	484	2,313	327	1,829	499	2,328	2,655
EDUCATION												
Incremental FTE	-64	+0	-64	+37	+0	+42	+30	+72	+0	+0	+0	+25
% Increase	-6.4%	11.7%	-6.4%	4.1%	4.5%	12.4%	4.5%	3.3%	0.0%	0.8%	0.0%	2.6%
Total FTE	935	2	937	922	977	2	979	952	977	2	979	1,956
HEALTH SCIENCES												
Incremental FTE	+249	+0	+250	+59	+318	+1	+28	+346	+237	+0	+237	+260
% Increase	509.4%	11.7%	472.1%	151.3%	106.6%	12.4%	105.2%	28.6%	38.5%	0.8%	38.2%	34.8%
Total FTE	298	4	302	98	616	5	621	747	853	5	858	1,007
SCIENCE												
Incremental FTE	+134	+25	+159	+48	+30	+24	+54	+85	+0	+1	+1	+51
% Increase	5.5%	18.7%	6.2%	9.5%	1.2%	15.1%	2.0%	2.6%	0.0%	0.7%	0.0%	1.5%
Total FTE	2,580	160	2,740	558	2,610	184	2,794	3,383	2,610	185	2,795	3,434
UNDECL/OPEN LEARNING												
Incremental FTE	+69	+0	+70	+0	+10	+0	+0	+10	+5	+0	+5	+5
% Increase	69.5%	11.7%	68.0%	0.0%	5.9%	12.4%	6.0%	6.0%	2.8%	0.8%	2.8%	2.8%
Total FTE	169	3	172	0	179	3	182	182	184	3	187	187
BY CAMPUS:												
BURNABY, VANCOUVER, OTHER												
Incremental FTE	+26	+144	+171	+183	+173	+171	+344	+372	+121	+12	+133	+156
% Increase	0.2%	11.7%	1.0%	6.4%	1.1%	12.4%	2.1%	1.9%	0.8%	0.8%	0.8%	0.8%
Total FTE	15,379	1,384	16,763	3,058	15,552	1,555	17,107	20,193	15,673	1,567	17,241	20,350
SURREY												
Incremental FTE	+392	+83	+475	+145	+250	+33	+283	+392	+250	+25	+275	+384
% Increase	35.4%	205.9%	41.4%	105.9%	16.7%	26.9%	17.4%	38.7%	14.3%	15.8%	14.4%	16.7%
Total FTE	1,500	123	1,623	282	1,750	156	1,906	391	2,000	180	2,180	2,680
UNIVERSITY TOTAL:												
SIMON FRASER UNIVERSITY												
Incremental FTE	+419	+227	+646	+328	+423	+204	+627	+764	+371	+37	+408	+540
% Increase	16.879	17.7%	3.6%	10.9%	2.5%	13.5%	3.4%	4.1%	2.1%	2.1%	2.1%	2.4%
Total FTE	16,879	1,507	18,386	3,340	17,302	1,711	19,013	3,477	17,673	1,747	19,421	23,030
MINISTRY TARGETS												
FTE FUNDING	16,879	16,879	16,879	1,965	17,302	17,302	2,043	19,345	17,673	17,673	2,177	19,850
SFU PLAN, EXCL. INT'L A	16,879	16,879	3,340	20,219	17,302	17,302	3,477	20,779	17,673	17,673	3,609	21,282
SURPLUS/SHORTFALL	+0	+0	+0	+1,375	+0	+0	+1,434	+1,434	+0	+0	+1,432	+1,432

LAST UPDATED: February 28, 2007
by: Joanne Heslop, Analytical Studies

SFU Faculty Renewal Plan/Report
(Abridged Version)
2007/08

DRAFT



SIMON FRASER UNIVERSITY
THINKING OF THE WORLD

SFU Faculty Renewal Plan/Report

2007/08

1. INTRODUCTION

The annual Faculty Renewal Plan provides the Academic Operations Committee and the Board of Governors with an outline of the activities and achievements around recruiting and retaining faculty to ensure that SFU remains a top ranked institution.

The objectives of this document are to:

- Report on the success achieved in the recruitment of faculty in 2006/07.
- Advise on the status of special Chairs (CRC, LEEF).
- Provide analysis on faculty trends (gender, nationality).
- Outline the recruitment plan for faculty for 2007/08.

The approval of this plan by the Academic Operations Committee and the Board of Governors will allow SFU to move ahead on achieving the Academic Goals contained in the Three Year Academic Plan 2007 – 2010.

2. CONTEXT

a. Enrolment Growth

SFU has managed a high level of enrolment growth in recent years. This trend is expected to continue into the future as a result of the Provincial enrolment target of 25,000 higher education seats by 2010/11. This growth is reflected in Table 1 where SFU's total Full Time Equivalent number of students is expected to exceed 22,800 in 2009/10.

Table 1 – Student Complement

Academic Year	Undergraduate FTE	Graduate FTE	Total FTE	Annual % Growth
2001/02	14,663.5	2,334.3	16,997.8	
2002/03	15,799.6	2,566.2	18,365.8	8.05%
2003/04	16,028.8	2,608.8	18,637.6	1.48%
2004/05	16,790.3	2,555.0	19,345.3	3.80%
2005/06	17,421.5	2,766.5	20,188.0	4.36%
2006/07	17,931.6	3,044.8	20,976.4	3.91%
2007/08	18,726.0*	3,044.8	21,770.8	3.79%
2008/09	19,116.0*	3,162.0	22,278.0	2.33%
2009/10	19,514.0*	3,296.0	22,810.0	2.39%

* Source: 2006 Senate approved Enrolment Plan

The faculty complement has grown to accommodate this enrolment growth in order to maintain an acceptable faculty:student ratio. Table 2 indicates the projected growth in the budgeted number of faculty (Full Time Equivalents) as well as success in filling the budgeted positions.

Table 2 – Budgeted Faculty Complement (FTE)

Academic Year	Budgeted Faculty Complement	Filled Faculty Complement	Vacant Faculty Complement
2001/02	716.53	676.05	40.48
2002/03	721.53	677.71	43.82
2003/04	733.93	708.58	25.35
2004/05	796.83	741.81	55.02
2005/06	940.04	827.32	112.72
2006/07	965.83	873.08	92.75
2007/08	983.83*		

* Excludes 10 discretionary FTE requested

As can be seen in Table 3, the Faculty to Student ratio, which is currently at 24.4:1 is budgeted to decrease to 22.1:1.

Table 3 – Budgeted Faculty/Student Ratio

Academic Year	Student FTE	Budgeted Student/ Faculty	Filled Student/Faculty
2001/02	16,997.80	23.72	25.14
2002/03	18,365.80	25.45	27.10
2003/04	18,637.60	25.39	26.30
2004/05	19,345.30	24.28	26.80
2005/06	20,188.00	21.48	24.40
2006/07	20,976.40	21.72	24.03
2007/08	21,770.80	22.12	
2008/09	22,278.00		
2009/10	22,810.00		

b. Retirements

While the Provincial Government has announced its intention to introduce legislation to abolish mandatory retirement in the Spring 2007, no other details are available. If mandatory retirement is eliminated it will likely have an impact on the orderly

process of planning faculty complement renewal. Absent any change in this regard, SFU will lose 113 faculty in the next five years and 241 faculty in the next decade through scheduled retirements.

c. Financial Restraint

SFU is experiencing very significant inflationary pressures that are not being funded either by the provincial grant or tuition increases and this will impact recruitment efforts. This year, a 2.5% budget cut was applied across all VP portfolios including the Vice President, Academic. In order to accommodate this cut, some Faculties have had to adjust their recruitment plans by reducing the number of vacant and or new positions they planned to fill. New appointments of faculty and staff will be made in areas considered of strategic importance.

3. RECRUITMENT 2006/07

Since 2001 SFU has been very successful in hiring 377 new faculty across the University. The number of new starts is shown in Table 4 below. The number for 2006/7 covers the period to December of 2006 and a further 17 starts are expected by September 2007.

Table 4 – SFU Faculty Starts Summary

Academic Year	Number of New Starts	Faculty Complement (FTE)	New Starts as % of Faculty Complement
2001/02	47	716.53	6.60%
2002/03	59	721.53	8.20%
2003/04	65	733.93	8.90%
2004/05	77	796.83	9.70%
2005/06	86	940.04	9.10%
2006/07 (Dec'06)	50	965.83	4.45%

The high cost of living in the Lower Mainland, particularly the cost of housing, continues to present a challenge in faculty hiring. Later this spring, 20 units of rental accommodation on campus in the Verdant development that have been purchased by the University will be made available to incoming faculty. Shortages of suitably qualified candidates, combined with high salaries paid in the U.S., other Canadian Universities, as well as the private sector, also pose challenges in attracting faculty in Business Administration and Health Sciences.

a. Gender

The proportion of women being hired continues to increase and reached over 51% of new faculty hires in 2006. The proportion of females within the total faculty complement has reached 33.4% as shown in Table 5 below.

Table 5 – Proportion of Women in SFU Faculty Complement

Academic Year	Proportion of Women in Total Faculty Complement	Female Representation in New Hires
2001/02	28.80%	30.20%
2002/03	29.80%	35.00%
2003/04	28.60%	29.20%
2004/05	30.20%	46.80%
2005/06	32.30%	40.70%
2006/07 (as of Dec 31, 2006)	33.40%	51.20%

b. International Hires

Due to the shortfall in qualified Canadian PhDs, SFU has had to go further afield to attract the best faculty. Table 6 shows the proportion of new hires who are neither citizens nor permanent residents. The University does, however, remain committed to giving priority to suitably qualified Canadians/permanent residents.

Table 6 – Proportion of Canadian/Permanent Resident Hiring

Academic Year	Work Classification for New Hires by Year of Appointment	
	Canadian Citizens/Permanent Residents	Non-Canadian
2001/02	81.30%	18.80%
2002/03	67.80%	32.20%
2003/04	60.00%	40.00%
2004/05	71.40%	28.60%
2005/06	69.80%	30.20%
2006/07 (as of Dec 31, 2006)	58.10%	41.90%

c. Faculty Rank

SFU continues to hire predominantly into the tenure-track ranks with more than half of all new hires being at the Assistant Professor level. During 2005/06 tenure track hiring increased by over 15% to a total of 75 starts. The chart below shows the hiring pattern of 2005/06 compared to 2004/05 and Table 7 indicates the hiring at each level, both for tenure track and other teaching appointments.

Faculty Hiring by Rank 2005/06 & 2004/05

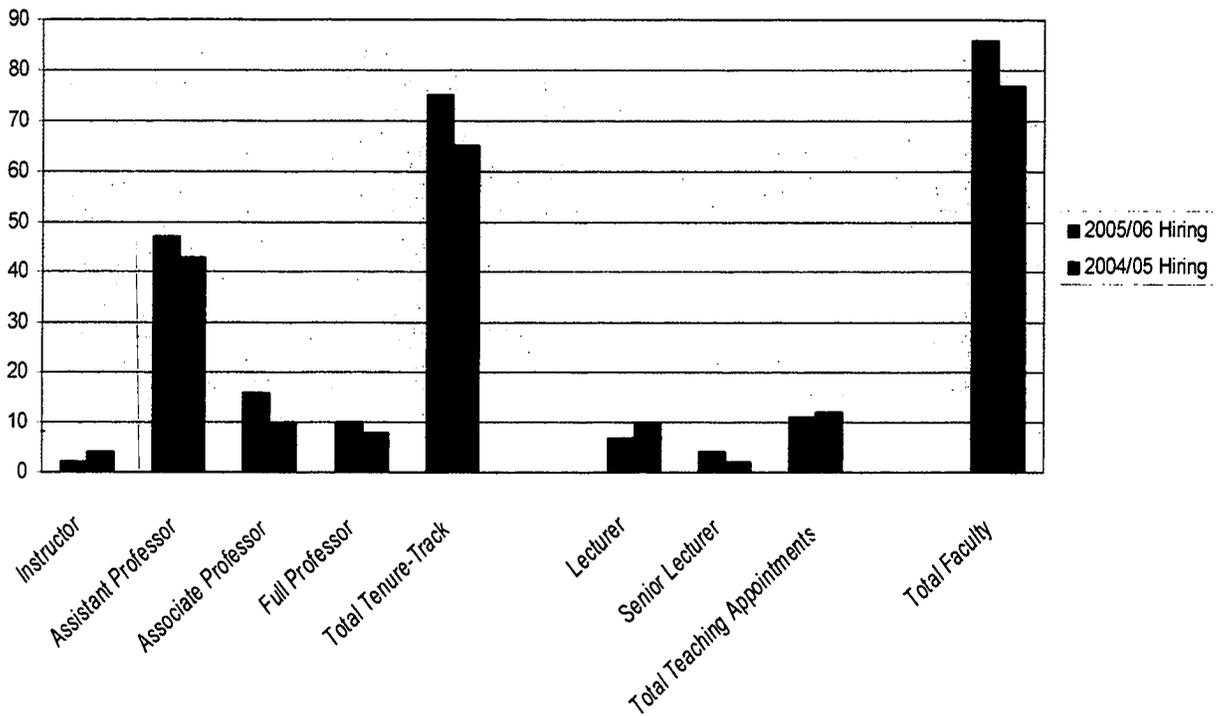


Table 7 – 2005/06 Hiring by Rank

Rank	FTE	% of 05/06 Hiring
Instructor	2	2.30%
Assistant Professor	47	54.70%
Associate Professor	16	18.60%
Full Professor	10	11.60%
Total Tenure-Track	75	87.20%
Lecturer	7	8.10%
Senior Lecturer	4	4.70%
Total Teaching Appointments	11	12.80%
Total Faculty	86	100.00%

d. Chairs

SFU currently has filled 35 Canada Research Chairs. A further 5 chairs have been nominated bringing the total to 40. The table below provides an overview of how these Chairs are distributed across the various Faculties.

Table 8 - CRC Allocations*

Faculty	Current			Nominated to be approved			TOTAL
	Tier 1	Tier 2	Total	Tier 1	Tier 2	Total	
Applied Sciences	6	4	10	0	0	0	10
Arts & Social Sciences	3	6	9	0	1	1	10
Business	0	1	1	0	0	0	1
Education	2	0	2	0	0	0	2
Health	1	1	2	0	0	0	2
Science	6	6	12	0	2	2	14
Total	18	18	36	0	3	3	39

* Numbers do not include 3 chairs that are currently vacant and awaiting nominations – a Tier 1 Chair in Health Sciences, a Tier 2 Chair in Applied Sciences and a Tier 2 Chair in Science.

Of 5 BC Leadership Chairs awarded to SFU, one is filled (Salmon Conservation and Management). The second (Pharmaceutical Genomics and Bioinformatics) will start in April 2007. The following three searches will continue:

- Multimedia Communications
- Cognitive Neuroscience in Early Childhood and Development
- Proactive Approaches to the Reduction of Violence Among Children and Youth

4. ATTRITION & RETENTION 2006/07

In 2004/05, a total of 21 faculty retired from SFU and by August 2006 a further 13 faculty had retired. While the number of retirements dropped, the number of faculty leaving for reasons other than retirement increased, but the absolute numbers remain small.

The following table provides an overview of attrition for the past five years.

Table 9 – Faculty Attrition

Academic Year	Attrition			Recruitment (FTE)
	Retirement	Other (resignation, death, early retirement)	Total	
2001/02	19	14	33	47
2002/03	23	16	39	59
2003/04	21	18	39	65
2004/05	21	5	26	77
2005/06	13	21	34	86
5 Year Total	97	74	171	334
5 Year Average	19.4	14.8	34.2	66.8
2006/07 (anticipated attrition)	16	8	24	50 (already started)

The table below provides the attrition data by gender for the same time period.

Table 10 – Faculty Attrition by Gender

Academic Year	Male Faculty			Female Faculty		
	Retirement	Other	Total	Retirement	Other	Total
2001/02	17	8	25	2	6	8
2002/03	18	10	28	5	6	11
2003/04	18	10	28	3	8	11
2004/05	17	3	20	4	2	6
2005/06	10	17	27	3	4	7
Total	80	48	128	17	26	43
2006/07 (anticipated)	13	5	18	3	3	6

5. RENEWAL PLANS FOR 2007/08

Fewer new positions are proposed for 2007/08 than has been the case in previous years. Hiring plans focus on the strategically important Surrey Campus and Health Sciences. All Faculties will also attempt to fill positions that were approved in previous years but for which searches were unsuccessful.

The Faculty of Arts & Social Sciences and the Faculty of Applied Sciences revised their initial proposals to accommodate the 2.5% cut on all Faculty budgets. Arts and Social Sciences lowered their new positions request from 18 to 10 and Applied Sciences lowered theirs from 22.5 to 19.

The Faculty recruitment plans are reflected in the three tables below.

Table 11 - Planned Recruitment - Positions Previously Approved and Planned Retirements in 2007/08

Faculty	Positions Previously approved	2007/08 Retirements Resignations etc	Total Planned Recruitment
Science	7	2	9
Business	7	3	10
Education	5	4	9
Arts	3	7	10
Applied Sciences	17	2	19
Health Sciences	3	1	4
Total	42	19	61

Table 12 - Planned Recruitment - New Positions (Surrey & Health Sciences) 2007/08

Faculty	Planned Recruitment (FTE)
Science	2
Business	0
Education	0
Arts	6
Applied Sciences	4
Health Sciences	6
Total	18

Table 13 - Planned Recruitment for 2007/08 - Total

Faculty	Planned Recruitment (FTE)
Science	11
Business	10
Education	9
Arts	16
Applied Sciences	23
Health Sciences	10
Total	79

As can be seen in these tables a total of 79 FTE are planned to be recruited of which 18 are new positions recruited for the further development of the Surrey Campus and the ongoing development of the new Faculty of Health Sciences.

Therefore the following approval is sought:

- 1. The University is seeking the approval by the Academic Operations Committee of the Board of Governors to recruit 79 FTE, excluding academic positions associated with the hiring of senior academic administrators.**

Of these positions:

- 42 FTE are currently vacant and within the faculty complement budget
- 19 FTE are currently filled and within the faculty complement budget but will become vacant prior to August 31, 2007 based on scheduled retirements, early retirements and planned attrition for other reasons.
- 18 FTE are new positions (net additions) to the existing budgeted GN

2. **The University is also seeking approval by the Academic Operations Committee of the Board of Governors to further expand the faculty complement by up to 10 FTE during the 2007/08 fiscal year should strategic opportunities arise for the University.**

Such opportunities may include spousal appointments to ensure the University is successful in its recruitment activities, unanticipated student demand in critical areas, or opportunities for prestigious appointments.

This request is supported by the following amounts that have been included in the Budget for 2007/08, the total being \$10.6 million:

- Recruitment Costs \$.7 million
- Relocation Support \$.7 million
- New Market Differentials \$ 1 million
- Start Up and Renovation Costs \$ 2.1 million
- President Research Grants \$.9 million
- Base Salary Cost \$ 5.2 million (full year).

6. CONCLUSION

The year ahead in faculty recruitment will continue the trends of the past five years. The aim is to replace a significant number of retirements along with a sizable expansion of the faculty complement to accommodate enrollment growth.

One of the main Goals of the Vice President Academic's – Three Year Academic Plan is to ensure that faculty resources are in place and supported to enable SFU to meet its research and teaching commitments and objectives.

This includes the mentoring and assimilation of new faculty as well providing high quality development opportunities for faculty to enhance their teaching and research skills.

APPENDIX 4 of the ACADEMIC PLAN 2007 - 2010

PERFORMANCE INDICATORS for 2007 - 2010

More and more reliance is being placed on accountability and performance measurement and it follows that where possible any goal set should have an indicator of success attached to it. The annual Service Plan which SFU submits to the Provincial government contains a number of indicators of university performance, and those indicators relate to the performance targets set by the Provincial government for Universities and the Advanced Education sector.

However the indicators used here are being used to help quantify success in achieving the seven identified goals of the Academic Plan and may also be used elsewhere with perhaps different purposes.

These indicators include statistical data and reports as well as segments taken from surveys of students and faculty. Some of these reports and surveys will need to be developed.

These indicators are not seen as all-inclusive and may be added to in due course.

Goal 1 STUDENT SERVICE & SUCCESS

1.1 Performance against Enrolment Plan by faculty

- 1.1.1 Domestic Undergraduate
- 1.1.2 International Undergraduate
- 1.1.3 Graduate

See Enrolment Reports/Plan
See Enrolment Reports/Plan
See Enrolment Reports/Plan
See Enrolment Reports/Plan

1.2 Conversion Rates (NA)

- Applications to Admissions
- Admissions to Registrations
- Registrations to Graduation

To be determined
To be determined
To be determined

1.4 Course Availability

- 1.4.1 % students who got the number of courses they wanted
- 1.4.2 % students who got all the specific courses they wanted

(* 2006 web based survey used, previously 'in-class' paper based questionnaire)

* Survey not administered in 2002

Source: Dynamic Retention Reports

	2001	2002	2003	2004	2005	2006*	2007	2008	2009	2010
1.4.1	87%	*	85%	86%	88%	75%				
1.4.2	58%	*	54%	59%	56%	52%				

95%
75%

To be determined Nello Angerilli

As per Enrolment Plan

TARGETS AND COMMENTS

1.5 Survival Rates

- 1.5.1 First Year survival rate for BC12 graduates(Entered Fall n, returned Fall n+1)
- 1.5.2 Completion of 30 credits (BC 12)
- 1.5.3 Completion of 60 credits (BC 12)

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
1.5.1	90.9%	90.4%	87.8%	87.8%	83.3%					
1.5.2	90.7%	88.9%	85.8%	86.9%	79.8%	39.9%				
1.5.3	81.9%	80.2%	74.0%	71.4%						

91%
91%
82%

Source: Dynamic Retention Reports

1.6 Graduation Rate

- 1.6.1 5 yr graduation rate (BC12) (Entered n, graduated n+5)

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
1.6.1	43.9%	45.5%								

50%

1.7 Annual Fall Undergraduate Survey - Results

Questions to be developed and included in Survey re Service Levels & Satisfaction.

To be determined

Goal 2 RESEARCH INNOVATION & QUALITY

2.1 SFU Success Rate Vs National Average

- 2.1.1 NSERC
- 2.1.2 SSHRC
- 2.1.3 CIHR

2007		2008		2009		2010	
SFU	Nat Ave						
90%	73%						
50%	39%						
25%	27%						

To be determined
To be determined
To be determined

Source: SFU VPR

- 2.2 Annual \$ by source**
- 2.2.1 Federal \$ 43m
 - 2.2.2 Provincial \$ 6.1m
 - 2.2.3 Other \$ 10.1m

2007		2008		2009		2010	

To be determined
To be determined
To be determined

Source: SFU VPR

Goal 3 ACADEMIC INNOVATION & QUALITY

3.1 Number of New programmes approved by Senate, by Faculty, annually

- Applied Science
- Arts & Soc Sc
- Business
- Education
- Health Sc
- Science

2006	2007	2008	2009	2010

Monitor (no Targets)

Source: Senate Minutes

3.2 Number of Joint Programmes & Joint Majors offered by Faculty, annually

- Applied Science
- Arts & Soc Sc
- Business
- Education
- Health Sc
- Science

2006	2007	2008	2009	2010

Monitor (no Targets)

Source: Senate Minutes

3.3 Number of Graduates in Joint Programmes/Joint Majors by Faculty

- Applied Science
- Arts & Soc Sc
- Business
- Education
- Health Sc
- Science

2006	2007	2008	2009	2010

Monitor (no Targets)

Source: Senate Minutes

3.4 Canadian Undergraduate Survey Consortium - Results*

- 3.4.1 Growth & Development
- 3.4.2 Satisfaction with University Experience

Selected Questions around Growth & Development and Satisfaction with the University experience

* Survey design not within SFU control

To be determined

3.5 SFU Annual Fall Undergraduate Survey - Results

Questions around academic innovation and Quality to be introduced to Survey

To be determined

Goal 4 SUCCESSION PLANNING

As per Renewal Plan

4.1 Faculty Recruitment, by Faculty against Renewal plan

	2007		2008		2009		2010	
	Existing	New	Existing	New	Existing	New	Existing	New
Applied Science - Plan		4		23				
Applied Science - Actual	19							
Arts & Social Sc. - Plan		6		16				
Arts & Social Sc. - Actual	10							
Business - Plan		0		10				
Business - Actual	10							
Education - Plan		0		9				
Education - Actual	9							
Health Sc - Plan		6		10				
Health Sc - Actual	4							
Science - Plan		2		11				
Science - Actual	8							
Total - Plan		18		79				
Total - Actual	61							

Source: SFU Academic Relations

4.2 Ratio FTE Enrollment : Full Time Teaching Equivalents, by Faculty

FTE Enrollment / FTE	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Applied Sciences	18.04	18.89	17.93	15.96	14.99				
Arts	17.10	16.14	17.59	18.20	17.24				
Business Administration	20.91	21.00	21.00	21.06	23.69				
Education	14.88	13.27	16.70	15.92	14.90				
Health Science					1.48				
Science	15.28	16.61	14.79	15.30	13.65				
University Total	16.92	16.66	17.32	17.22	16.24				

Source: SFU Academic Information Reports

Monitor (no Targets)

4.4 Ratio FTE Enrollment : CFLs, by Faculty

FTE Enrollment / Filled FTE CFL	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Applied Sciences	22.52	27.63	26.26	22.50	20.29				
Arts	25.38	27.01	26.67	27.79	27.48				
Business Administration	32.45	34.38	32.07	29.74	30.50				
Education	47.56	45.66	43.22	44.32	43.11				
Health Science					1.48				
Science	17.98	19.25	18.58	19.23	17.14				
University Total	25.14	27.10	26.30	26.08	24.69				

Source: SFU Academic Information Reports

Monitor (no Targets)

4.5 New Faculty satisfaction Survey - Results

- 4.5.1 After 1 yr Service
- 4.5.2 After 2 yrs Service
- 4.5.3 After 3 Yrs Service

- New Web based Survey to be developed
- New Web based Survey to be developed
- New Web based Survey to be developed

To be determined

Goal 5 FIRST NATIONS

- 5.1 Enrolled First Nations Students*
* Self identification process problematic
- 5.2 SFU share (%) of BC 12 First Nations enrolling at all BC universities
- 5.3 First Nations Faculty at SFU
- 5.4 External Financial Resources attracted to support First Nations issues

2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
444					

Undergraduate +50% by 2012
Graduate + 25% by 2012

Goal 6 FINANCIAL SUSTAINABILITY

- 6.1 Percentage of Total SFU budget allocated to VP - Academic
- 6.2 Percentage Variance of Actual Expenditure to Budgeted - Reports

2006/07	2007/08	2008/09	2009/10
72%			

Variance Reports to be produced

0% Variance

Goal 7 COMMUNITY OUTREACH AND PARTNERSHIP

- 7.1 Number of new programmes for adult and nontraditional learners launched

2006/07	2007/08	2008/09	2009/10

Monitor (no Targets)