



UPEI REFLECTIONS & FUTURE DIRECTIONS: DRAFT VISION FRAMEWORK FOR INPUT

*In November 2011, UPEI launched a visioning exercise known as **Reflections and Future Directions** to advance a foundational vision for UPEI over the next five years. This collaborative process brought together faculty, staff, students, alumni, and community members over a period of three months to reflect on UPEI's strengths and how we are able to build upon these to plan for our future.*

The resulting draft framework is still very much a work in progress. As we continue to gather the input of our stakeholders, this draft will evolve to capture our strengths to support future strategic planning. Although some of our concepts will change along the way, we are committed to keeping our students, their experiences at UPEI, and their ultimate success at the heart of our visioning exercise.

While reviewing the draft framework, please consider how you would like to see UPEI develop over the next five years. Think about how UPEI can best serve our students and communities, and how we can continue to improve the student experience UPEI offers.

Your input is valued and appreciated. You can offer your input until April 5, 2012 by email to reflect@upei.ca. Thank you!

INTRODUCTION

The University of Prince Edward Island exists to better our communities by developing people to their full potential. Central to all of our efforts is our commitment to educate students through high-quality teaching and access to experiential learning opportunities. By offering a transformative educational experience, UPEI strives to provide a learning environment in which our students develop to their full potential as active citizens, eager to contribute to our communities and society.

UPEI's draft Future Directions vision framework is not meant to be a strategic plan or a business plan. Rather this document is a foundation for broader planning and decision-making at UPEI over the next five years. It will, in essence, be a compass to help guide our institutional direction and keep us on track when developing strategic plans that will help us navigate economic, demographic and other emerging post-secondary education challenges.

In addition to being a learning and discovery institution, UPEI recognizes its role in advancing civic engagement. With this sense of purpose, we work in a sustainable and accountable manner to align our University priorities with those of our communities to help address complex issues and create new knowledge.

Guided by our vision, we endeavour to shape the future of higher education in Prince Edward Island and UPEI's impact around the world.



OUR VALUES *(in alphabetical order)*

ACADEMIC INTEGRITY

Academic integrity is fundamental to how we pursue truth, educate students, and disseminate knowledge and understanding. We will conduct ourselves with integrity, employing our expertise to serve others and benefit society in a sustainable manner.

ACCOUNTABILITY

As individuals and a community, we are accountable to those we serve, as well as our key partners, for the quality of education we deliver to students and the transparency of our operations.

EXCELLENCE

We aspire to excel in education, research, and service through an unwavering pursuit of the highest endeavours envisioned by our community of scholars.

RESPECT & COLLEGIALITY

Respect for self, others, and the process of discovery is the hallmark of our community. Through respect, collegiality, and reciprocity, we welcome the opportunity to openly exchange ideas and implement decisions.

SHARED RESPONSIBILITY

Through shared responsibility, faculty, staff, and students are called to a duty of creating an enriched learning environment that fosters student success through engagement.

FUTURE DIRECTIONS PILLARS

Throughout the active dialogue of the *Reflections and Future Directions* Steering Committee and 11 sub-committees, a strong consensus emerged regarding UPEI's core strengths and the role they must play in the future of our University. Together, these four core strengths—or pillars—will be more fully developed to uphold our vision for a thriving, sustainable future.



STUDENT EXPERIENCE

Core to UPEI's existence is providing outstanding student experiences to underpin overall student success. To prepare our students to be thoughtful and productive citizens, our focus on transformative learning experiences places strong emphasis on high-quality teaching, collaborative engagement in scholarly activities, and providing access to experiential learning opportunities that translate theory to practice.

UPEI believes that student experience is a shared responsibility of faculty, staff, and students. We strive for an outstanding quality of effort resulting in a high level of student involvement and participation both within and beyond the classroom. The ability to deliver high-quality programs, integrated learning experiences, services and resources—including academic, social, and financial support—for our students will be our highest priority.

>> Stretch Challenge

At UPEI, we will challenge our students to reach their full potential by becoming thoughtful, productive citizens on a local and global scale through high-quality academic and experiential learning opportunities, and the adoption of a co-curricular transcript.

To meet this challenge, UPEI will work to:

- Foster a culture of collaborative engagement, integrated learning experiences, and mentorship.
- Offer experiential learning opportunities for every student through avenues such as co-operative work placements, internships, service learning and community interaction opportunities, global experiences, and external rotations.
- Explore a global passport option for students to build global experiences, awareness, and appreciation.
- Encourage and facilitate opportunities for students to engage in original research and original projects with faculty supervision in a “student-as-scholar” model of learning.
- Better understand and meet students’ evolving expectations around their university education and experiences.
- Transform students as faculty and staff transform themselves to be champions of a true learning environment built upon respect and the continuous development of our individual and collective potential.



VIBRANT COMMUNITIES

Set against the inspirational backdrop of one of the world's most beautiful islands, UPEI provides a vibrant, welcoming, safe, and intimate environment that provides a unique culture of learning that benefits students, faculty, and staff alike. Our exceptional quality of life and world-class opportunities make UPEI a gateway to outstanding learning and living.

In our pursuit to provide ever increasing value to our students and stakeholders, we are eager to further build upon our close-knit campus culture, program offerings, and connectivity with local communities. Building an enriched learning environment means welcoming the world to UPEI and ensuring we are responsive and adaptable to the needs of stakeholders and issues within the wider world around us.

>> Stretch Challenge

UPEI provides a gateway to exceptional educational opportunities in an intimate learning environment. By 2017, we will develop three fully integrated, interdisciplinary programs to further enhance the relevancy of our educational offerings and the connectivity of our campus and communities.

To meet this challenge, UPEI will work to:

- Foster an evolving culture of learning within an ever-increasing diverse and globally enriched campus.
- Move beyond traditional boundaries (geographical, cultural, and organizational) to provide students with new perspectives on traditional disciplines while preparing them to help address complex issues and create new knowledge.
- Encourage and support team teaching through inter- and cross-disciplinary programs in a variety of fields.
- Explore new models of open learning.
- Build a service-oriented culture that builds positive front-line interactions for students and a client-focused approach that anchors our interactions on campus and in the community.
- Develop UPEI as a four-season, “24/7” hub of activity for academic, campus, and community activities.
- Build pride in UPEI and our close-knit campus by better communicating our activities and successes.
- Build on the community connectedness of our athletics, recreation, and performing arts.



EXPLORATION AND DISCOVERY

UPEI is a growing centre of research excellence. This is well demonstrated by our rank as the number one university in Canada for research income growth (Re\$earch Infosource), a substantial increase in graduate student enrolment over the past decade, and our proven track record for securing research chairs—including the prestigious Canada Excellence Research Chair in Aquatic Epidemiology.

Society's increasing dependence on innovation requires us to think broadly and prepare our students to contribute successfully to life beyond university. In this respect, we must work diligently to meet the challenge of training the next generation of researchers, innovation leaders, and critical thinkers. We aim to build upon our contributions to society by strengthening our partnerships with private companies, industry, and government to increasingly share expertise that provides research-based decision-making in areas of policy and practice that are essential to the health of our communities.

>> Stretch Challenge

UPEI will work to implement a novel model of discovery for undergraduate and graduate students that will move them forward as generators of new knowledge.

To meet this challenge, UPEI will work to:

- Encourage undergraduate and graduate students to pursue their curiosities as the next generation of researchers, innovation leaders, and critical thinkers.
- Further build partnerships that benefit the health of our communities.
- Promote the impacts of our research outcomes.
- Recognize and reward innovation in areas ranging from research and operations, to programs and sustainability.
- Offer cross-disciplinary opportunities at undergraduate and graduate levels.
- Prepare our students for jobs that have not yet been created.



LIVING SUSTAINABILITY

UPEI strives to provide students, faculty, and staff with a unique immersion into a learning environment whereby sustainability grows from a conceptual to a cultural level. We aim to demonstrate living sustainability in our research, operations, and daily activities in a consistent and forward-looking manner. By doing so, we will encourage and inspire members of our campus community to become more knowledgeable and better-equipped global citizens capable of making a difference locally and globally.

Building upon the wealth of resources within UPEI and our province, our University will work to further build unique relationships, programs, and initiatives that promote Prince Edward Island as a living laboratory in which complex and relevant questions are explored to create new knowledge.

>> Stretch Challenge

UPEI will become a leader in living sustainability by modelling forward-looking programs and decisions that demonstrate our commitment to making a difference in the environmental, social, cultural, and financial health of our University, people, and communities.

To meet this challenge, UPEI will work to:

- Model positive behaviour and initiatives.
- Apply knowledge to real world challenges, needs, and complex issues.
- Develop research constellations that provide new knowledge in environment, social, and cultural sustainability.
- Enhance our use of resources—intellectual, physical, and cultural—that are close at hand.
- Promote our Island as a living laboratory.



STRATEGIC PLATFORMS

The four pillars of the draft framework—*Student Experience*, *Vibrant Communities*, *Exploration and Discovery*, and *Living Sustainability*—reflect core strengths that will be further developed in order to build UPEI's vision. To ensure the strength and integrity of these pillars, several strategic platforms will aid in the development of subsequent strategic planning. These platforms include:

- Continuous development of our faculty and staff.
- Building pride in our University and people.
- Cultivating a service-oriented and mentor-minded campus culture.
- Fostering a deeper level of community connectivity and engagement.
- Ensuring sustainability in all we do.

These strategic platforms will assist us in maintaining the focus of our efforts, building synergies between resources and initiatives, and meeting stakeholder expectations.

CONCLUSION

UPEI's **Reflections and Future Directions** process has provided an unprecedented opportunity for our community to be involved in charting the future of our great University. The cornerstones of consultation and collaboration have set a positive tone that we are eager to build upon and continue to employ in our planning. With the input of our stakeholders, we will work to develop a thriving, sustainable future for UPEI, our people, and communities.