



## University of the Fraser Valley Strategic Direction

### Vision

It is UFV's vision to provide the best undergraduate education in Canada and to be a leader of the social, cultural, economic and environmentally-responsible development of the Fraser Valley. UFV will measure its success by the successes of its graduates and the successful development of the communities they serve. In achieving its goals, UFV has committed to being innovative, entrepreneurial and accountable.

### Mission

The University of the Fraser Valley, as established by the University Act of British Columbia, is mandated to serve the post-secondary educational needs of its region. Specifically, UFV provides post-secondary academic, trade, technical, career and adult basic education programs that lead to certificates, diplomas, and degrees, at both the undergraduate and master's level. Faculty and staff are also engaged in foundational and applied research and other scholarly activities that support its program areas and the development of the Fraser Valley.

### Values

Paramount priority is placed on students and their learning needs and goals. UFV is committed to excellence in post-secondary education through programs that serve the diverse needs of the Fraser Valley region. We view education as an ongoing process essential for both career progress and actualizing human potential. We make the university accessible to students with diverse backgrounds and goals, while rewarding academic success and maintaining high standards. We value and treat students as mature individuals, and encourage intellectual, cultural, creative, ethical and social development in order to prepare our graduates for their roles as productive citizens of an increasingly complex and pluralistic society. We place a high value on environmental, social and economic sustainability in all our endeavours.

### UFV 2025 Vision

UFV in 2025 will be a community- and regionally-based university that is learner- and student-focused, whereby the learning drives the system and structure of the institution. Students and local communities will view UFV as a centre for intellectual and social development throughout their lifetimes, and as a place to learn how they can be better global citizens.

**CFO & VP Administration Division** comprised of Financial Services, Procurement, Budget & Financial Planning, Information Technology Services, Security & Emergency Management, Facilities Management, and Legal Counsel. We strive to deliver exemplary services to support the academic and strategic goals of the university. With a focus on accountability, risk management and efficiency, the division employs continuous business improvement practices to deliver administrative services. Aligned with the five Education Plan Goals, the division will develop more detailed strategic plans which will result in more specific measures and strategies to support this success. The administrative units will embark on engagement, consultation and input from staff to develop department specific strategies.

2025 - UFV GOALS				
<b>1. PRIORITIZE LEARNING EVERYWHERE</b>	<b>2. COMMIT TO FLEXIBILITY AND RESPONSIVENESS</b>	<b>3. COLLABORATE ACROSS BOUNDARIES</b>	<b>4. DEVELOP LOCAL AND GLOBAL CITIZENSHIP</b>	<b>5. INTEGRATE EXPERIENTIAL LEARNING</b>

### UFV 2015 – 2020 Facilities Management Strategic Direction

UFV Facilities and Project Management is responsible for the planning, development, construction, operation, maintenance and stewardship of all its buildings, infrastructure, grounds and services at all campuses. We pride ourselves on the quality of the services provided daily. Our staff respond to regular service requests as well as any emergency or priority situations that may arise.

#### Mission

The Facilities and Project Management (FM) Team strives to diligently maintain, preserve and enhance the life and functionality of our buildings, infrastructure, and grounds. We aim to keep our facilities and campus attractive, tidy, safe and sustainable.

Our projects are carried out within the framework of UFV's strategic plans, and we are committed to creating vibrant spaces designed to foster teaching and learning, to encourage creativity, and to facilitate collaboration among all who work, study or visit UFV.

#### Vision

Following our vision of "We Make It Happen" our strongly motivated and adaptable FM Team serves its community through its knowledge, detailed, comprehensive and collaborative approaches. The FM Team aims to be recognized as a leader in facilities management.

#### Values

Respect  
Trust  
Accountability  
Collaboration  
Compassion  
Integrity

#### Guiding Principles

1. Business Processes: Current, effective and efficient processes are understood and consistently followed by all and appropriately supported as well as reviewed for continuous improvement.
2. Communication: Provide timely, accurate and effective communication to all stakeholders consistently.
3. Customer Service: Enhance our customers' experience by discerning, responding, and providing mutually effective and timely solutions.
4. People: An innovative team of highly trained and skilled professionals.
5. Stewardship: Responsible stewards of the environment, facilities and resources entrusted to us today and for the future.

**S**pecific

**M**easurable

**A**ttainable

**R**ealistic

**T**imely

## Productivity

## Safety

## Quality

DIRECTOR	GOALS	<ol style="list-style-type: none"> <li>1. Reduce sick time and absenteeism by 20% and improve staff satisfaction by 5-10% using a values based weighted tool (i.e. Gallup12 or other) by 2020.</li> <li>2. Develop a formal rewards and recognition program for all staff in the next 2 years.</li> <li>3. Develop a cyclical annual capital program in 2016 that will allow for the planning of best practice design and alignment with UFV's core goals and its provincial funding partners.</li> <li>4. Increase departmental PD and training activities over the next few years to enhance knowledge, best practices and stimulate staff professionalism in all areas of service with a focus on customer/student satisfaction/success.</li> <li>5. Develop a 5-10 year grounds/tree strategic management plan with the help of resident expertise (a grounds advisory committee) by 2018.</li> </ol>
MAINTENANCE	GOALS	<ol style="list-style-type: none"> <li>1. Over the next 5 years, reduce reliance on contractors by utilizing PD training to increase the training and skills of the mechanical maintenance team to offset usage of contractors.</li> <li>2. Over the next 5 years, reduce operational costs by 5% through operating and maintaining equipment in optimal operating condition.</li> <li>3. Over the next 3 years, develop and implement a system to monitor maintenance effectiveness. Success would be PM and PdM <math>\geq 80\%</math> and Reactive Maintenance <math>&lt; 20\%</math>.</li> <li>4. Improve UFV's energy efficiency by 5 % over the next 5 years by focusing capital spending on replacing old equipment with new energy efficient equipment.</li> <li>5. Over the next 5 years, develop the skill sets of the MMW's to optimize building operations through optimization of equipment operation through the DDC system, thus helping to reduce operation costs.</li> </ol>
OPERATIONS	GOALS	<ol style="list-style-type: none"> <li>1. Streamline operations by improving customer service requests through web-based Azzier portal by increasing staff response time, reducing administrative backlog, and providing easier user access through improving technologies by 2018.</li> <li>2. Develop a best practices guidelines model for building operations and maintenance to prepare for anticipated staff turnover at various campuses over the next 2-5 years.</li> <li>3. Re-evaluate job descriptions and duties to identify operational changes and expectations, eliminate redundancy, re-prioritize commitments, and streamline historical processes to keep up-to-date with new and changing roles within operations.</li> <li>4. Implement a grounds/landscaping curriculum over the next few years to enhance the different campuses natural &amp; native fauna, while maintaining a service level using the APPA principles in grounds maintenance &amp; compliment the Campus Landscape Advisory Committee by 2018.</li> <li>5. Develop a 5-year access &amp; safety management plan with the help of Security &amp; Emergency Management to safeguard UFV property &amp; personnel with a hardware retrofit by 2020.</li> </ol>

Specific

Measurable

Attainable

Realistic

Timely

JANITORIAL	GOALS	<ol style="list-style-type: none"> <li>1. Develop assessment and auditing tools to assist in maximizing cleaning efficiencies and staff accountability.</li> <li>2. Design specialist custodial positions that support departmental initiatives while allowing for greater worker satisfaction.</li> <li>3. Formalize consistent and safe use of work product and tools through continued training and development</li> <li>4. Expand roles of custodians through professional development and bringing contracted services in-house (i.e. – carpet cleaning, pressure washing, exterior building washing, concrete polishing, etc.)</li> <li>5. Replace contracted work at the Aerospace and Clearbrook centers with in-house workers with minimal costs or additions to in-house staffing pool.</li> </ol>
LOGISTICS	GOALS	<ol style="list-style-type: none"> <li>1. Encourage department members to use their available PD funds to upgrade their skills and stay current with processes and institutional changes.</li> <li>2. Encourage staff and schedule time for more frequent cross-training to cover staff absences.</li> <li>3. Educate our clients to use the Azzier work-request system, to give us sufficient information to complete the required task correctly, and when possible to submit their requests in advance of the date of the required service.</li> <li>4. Work towards a professional work environment; layout and design for efficient handling of materials, and fewer interruptions for people when they are working.</li> <li>5. Replace outdated support equipment and software to ensure reliable continuity of service. We have moved to a catch-all budget for postage, and may have to move to a catch-all for carriers if the outdated Access data-base fails. Meeting with Neopost September 23<sup>rd</sup> to learn about their software.</li> </ol>
PROJECTS	GOALS	<ol style="list-style-type: none"> <li>1. Provide the UFV community with educated and knowledgeable responses pertaining to space planning and renovations requests that will: <ul style="list-style-type: none"> <li>• be guided by inviting and consultative approaches consistent with UFV strategic plans</li> <li>• represent modern and attractive concepts of design</li> <li>• enhance educational experiences within the learning environment</li> </ul> </li> <li>2. Introduce sustainable practices, materials and services to further the life cycles of the UFV existing and future facilities.</li> <li>3. Conduct professional searches to ascertain best value design and construction deliveries that meet and are consistent with UFV procurement protocols and policies.</li> <li>4. Update and maintain hard and electronic files of existing facilities, future modifications, renovations, and construction projects.</li> <li>5. Maintain and develop H&amp;S protocols required to keep a safe and accident free environment, and be consistent with current workSafeBC practices.</li> </ol>

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ENERGY MANAGEMENT	GOALS	<ol style="list-style-type: none"> <li>1. Develop and maintain UFV's 5 year Strategic Energy Management Plan (SEMP) by spring 2017 and update its related action plan annually.</li> <li>2. Establish annual reports on energy use, GHG's emissions, and environmental stewardship by 2017.</li> <li>3. Identify a minimum of 3 energy efficiency improvement projects annually, and track progress on actionable items.</li> <li>4. Reduce normalized energy intensity (ekWh/m<sup>2</sup>/classroom hour) by 10% by 2021/22 through energy efficiency upgrade projects and 3 behavioural change campaigns per year.</li> <li>5. Support and coach the role of the Sustainability Coordinator Assistant (SCA) and their responsibilities as a member of the facilities management group and Sustainable UFV, evident in part by a mutually agreed contract extension.</li> <li>6. Develop with the SCA and Sustainable UFV a communications plan (to include: e-mail, print media, radio, and presentations) to reach out to students, staff and faculty resulting in an increased awareness of dedicated sustainability staff and volunteers at UFV, evident by 2017 survey results.</li> <li>7. Support Sustainable UFV in their endeavors to further the sustainability agenda by attending meetings as well as by joining the Sustainability Advisory Committee in a leadership capacity.</li> </ol>
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