Annual Core Theme Mission Fulfilment Evaluation and Planning

2019 Work Book

Core Theme	*Sustainability*
Submitted by	*Environmental Sustainability Advisory Committee of Senate*
Signature, Chair	Karl Fultz, Chair ESAC
Date	October 4, 2019

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Overview

Annual review of the Core Themes in relation to Mission Fulfilment involves three steps:

1) Conduct an analysis of the data collected for each outcome.
2) Assess the value of each indicator in light of the Mission Fulfilment Threshold.
3) Plan services and programs related to the Core Theme for the following year.

Completed reports or "Work Books" are submitted to the Accreditation Liaison Officer (ALO) annually on June 30. ALO compiles results from all four Core Theme Work Books into an institutional Mission Fulfilment Report outlining how successful TRU was in fulfilling its' mission that year.

Timeline for Submissions

May 1 - June 30	Core Theme Teams or Standing Committee of Senate performs annual assessment of Mission Fulfilment and planning process.
June 30	Core Theme Work Book submitted to ALO. accreditation@tru.ca
July 1 - July 31	ALO compiles Core Theme Work Books into an institutional Mission Fulfilment Report.
August 1 – 31	Accreditation Steering Committee (ASC) reviews annual institutional Mission Fulfilment Report.
September 1 – September 30	Broad distribution of institutional Mission Fulfilment Report through TRU's collegial governance process. The report is brought forward by the Provost and Vice President Academic to APPC, Senate, PCOL, and the Board of Governors. The report is then posted publicly to the TRU website.

Core Theme Sustainability Mission Fulfilment Framework (2018)

Objective	Outcome	Indicator	Rationale for Indicator	Mission Fulfilment Threshold Ranges			Final Year Goal	Historical Values
				Achieved	Minimally achieved	Not Achieved		
1.0 TRU will integrate sustainability across operation, engagement, academic, and governance practices.	1.1 TRU's commitment to sustainability is evident in how it develops, operates and maintains its campuses and regional centres	1.1 STARS score (Operations category: air & climate, buildings, energy, food & dining, grounds, purchasing, transportation, waste, and water)	Sustainability, Tracking, Assessment and Rating System (STARS), is a North American transparent, self-reporting framework designed specifically for post-secondary institutions. The TRU plan aligns closely with the STARS framework, making the STARS rating an ideal indicator of TRU's success towards achieving its sustainability objectives.	increase score at least 1 point	Increase score up to 1 point	decrease in score	55.06 Max 58	2015: 31.22 2018: 50.27 2019: 53.7
	2.1 Members of the TRU community are sustainability ambassadors on and off campus.	2.1 STARS score (Engagement category: campus engagement and public engagement)	Sustainability, Tracking, Assessment and Rating System (STARS), is a North American transparent, self-reporting framework designed specifically for post-secondary institutions. The TRU plan aligns closely with the STARS framework, making the STARS rating an ideal indicator of TRU's success towards achieving its sustainability objectives.	increase score at least 2 points	increase score up to 2 points	decrease in score	39.53 Max 41	2015: 29.53 2018: 36.93 2019: 39.12
	3.1 TRU is recognized as a leading academic institution advancing sustainability education and research.	3.1 STARS score (Academic category: curriculum and research)	Sustainability, Tracking, Assessment and Rating System (STARS), is a North American transparent, self-reporting framework designed specifically for post-secondary institutions. The TRU plan aligns closely with the STARS framework, making the STARS rating an ideal indicator of TRU's success towards achieving its sustainability objectives.	increase score at least 4 points	increase score up to 4 points	decrease in score	51.23 Max 67	2015: 40.06 2018: 55.21 2019:49.75
	4.1 Sustainability is a core value in TRU's institutional and administrative framework	4.1 STARS score (Planning and Administration category: coordination & planning, diversity & affordability, investment, and wellbeing & work)	Sustainability, Tracking, Assessment and Rating System (STARS), is a North American transparent, self-reporting framework designed specifically for post-secondary institutions.	increase score at least 1 point	Increase score up to 1 point	decrease in score	26 Max 32	2015: 24.33 2018: 20.59 2019: 24.36

1. Assessment of Core Theme in Relation to Mission Fulfilment

A. Review of Previous Year
Complete the following for each indicator in the Core Theme:

<u>Current Value and Mission Fulfilment</u>
   a. Gather information to determine the indicator value for the most recent period.
   b. Determine the change from the prior year and identify which of the mission fulfilment ranges applies (Achieved / Minimally Achieved / Not Achieved).

Table 1: Identification of Mission Fulfilment Range

Indicator # and descriptor	Prior Year Value	Current Value	Mission Fulfilment Range
1.1 STARS score (Operations category: air & climate, buildings, energy, food & dining, grounds, purchasing, transportation, waste, and water).	50.8	49.75	Not Achieved (the 50.8 was an interim score during STARS report)
1.2 STARS score (Engagement category: campus engagement and public engagement).	36	39.12	Achieved
1.3 STARS score (Academic category: curriculum and research).	37	53.70	Achieved
1.4 STARS score (Planning & Administration category: coordination & planning, diversity & affordability, investment, and wellbeing & work).	22.09	24.36	Achieved

<u>Context of the Current Year Value</u>
   c. State what was achieved.
   d. State how plans, services, or initiatives impact the progress of the indicator.
   e. Identify factors affecting progress.

Table 2: Context / Impact on Progress

Indicator #	Describe what was achieved	List plans, services or initiatives impacting progress; Identify factors positively or negatively affecting progress
1.1	BOMA Best certification, Green energy purchase	Water conservation program should be initiated with plan and targets to reduce over next 5 years, Food sourcing with 400KM/800KM – develop plan to phase out single use items
1.2	Student volunteers, community events	Larger program for student volunteers
1.3	Increase in programs/research	Sustainability integral to promotion and tenure – all research on public portal
1.4	Investment committee added student and faculty member	No living wage for contractors' employees limits score

B. Summary

a) Identify how successful TRU was in fulfilling its mission for the Core Theme in light of the values of the indicators and the definition of Mission Fulfilment.

TRU made significant increase in 3 or 4 core themes and achieved Mission Fulfillment as defined as:

Mission fulfillment occurs when 70% of the indicators for each of the four Core Themes are in the Achieved or Minimally Achieved threshold ranges.

b) Identify the successes of the Core Theme and the areas in need of improvement

Table 3: Summary of Core Theme

How successful was TRU in achieving mission fulfillment for this Core Theme?	Overall TRU achieved mission fulfillment for the core them "Sustainability"
Identify successes	STARS Platinum rating – highest global rank
List areas in need of improvement	Water conservation, reduced single-use plastics and other waste, Procurement policy, mandatory open access research portal, living wage for contractor employees

2. Planning for the Next Year

A. Review of Objectives and Indicators

<u>Objectives</u>

    a. Review current objectives to confirm they are still in alignment with Core Theme and TRU's mission statement.

    b. If necessary, add or remove objectives to keep the Core Theme relevant to TRU's mission statement.

Table 4: Review of Objectives

Objective # and descriptor	Still relevant (Y/N)	If not, identify revisions and provide rationale for change
1. TRU will integrate sustainability across operation, engagement, academic, and governance practices.	Y	

<u>Indicators</u>

    a. Review the current indicators and rationales to confirm alignment with objective, Core Theme, and TRU's mission statement.

    b. Based on this review, establish if indicators need to be removed, and/or if new indicators need to be added to the Core Theme to track whether the outcomes associated with the objectives are being achieved. Follow the 'Introducing New Indicators / Removing Current Indicators' under Resource Information (below).

Resource Information

1. Introducing New Indicators / Removing Current Indicators

Periodically new indicators will need to be added or existing indicators removed when the focus of the Core Theme changes, data collection at the institution changes (e.g. a new survey is being used, or an existing survey has been discontinued), or new initiatives commence. When it is required please complete the following:

    A. Identify the indicator(s), if any, to be added
    Provide the rationale for the indicator, including description of how the indicator aligns with the Core Theme and mission.

    B. Identify the indicator(s), if any, to be removed
        1. Provide rationale as to why the indicator no longer aligns with mission and Core Theme.

> 2. Demonstrate how the objective previously tracked by the indicator is still being captured by the other indicators for the Core Theme.
> 3. Comment on potential gaps for how the core theme is measured, and in turn, how Mission Fulfilment is determined.

Table 5: Review of Indicators

Indicator #	Still relevant (Y/N)	If not, provide rationale
1.1	y	
1.2	y	
1.3	y	
1.4	y	

B. New Indicators

New Indicators refer to those indicators for which we already have three years of historical data and wish to replace or add to the list of current indicators. If selected, these indicators will be reported on during the 2019 reporting cycle. If you do not wish to add or replace indicators, leave Table 6 blank.

Table 6: New Indicators for 2019 Reporting Cycle

New Indicator	Rationale	MF Threshold Range			Five Year Goal	Historical Values
		Achieved	Minimally Achieved	Not Achieved		

C. Emerging Indicators

Given the changing nature of the institution, initiatives, and available data, consider if there are other indicators that would better measure the Core Theme objectives. Emerging indicators are those that may be beneficial for tracking in the future, however, historical data does not currently exist. Ideally, three years of historical values of the indicator should be available in order to make informed plans. It is beneficial to start to track the indicator value before it is used as an indicator for the Core Theme, as this will help develop historical information.

A. Identify emerging indicators or concepts for indicators which could be of value for future measurement of the objectives of the Core Theme.
   1. Comment on data source, availability, and develop a plan to collect data for the indicator.
   2. When possible, begin compilation of indicator values, either by the Core Theme Team or the appropriate department (e.g. Integrated Planning and Effectiveness). This will form a basis for planning if/when the indicator is adopted for the Core Theme.

B. Consider if qualitative indicators could be used.

In the table below, identify any emerging indicators which could be used to track the objectives of the Core Theme in the future. If so, use the guidelines for 'Emerging Indicators' section under Resource Information (above).

Table 7: Emerging Indicators

Emerging Indicator	Rationale	Data Source
SDG goals	The United Nations Sustainable Development Goals are a robust and complete framework on which to build upon and expand the successes we have achieved using AASHE STARS.	"The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Goals interconnect and in order to leave no one behind, it is important that we achieve each Goal and target by 2030." https://www.un.org/sustainabledevelopment/sustainable-development-goals/

C. Thresholds & Targets
   Review thresholds for Mission Fulfilment for each indicator to ensure relevancy
   a) The threshold is defined as the percentage change to the indicator (up or down), which would be considered meeting threshold expectations. See 'Thresholds for Mission Fulfilment' under Resource Information (below) for more information on setting these ranges. These will be the values used during the next year to evaluate Mission Fulfilment.
   b) If the ranges change, provide a rationale for the change.

Resource Information

2. Definitions and Thresholds for Mission Fulfilment
   Each indicator has three threshold ranges:

   Achieved
   The indicator has increased/decreased by a fixed percentage or value in line with expectation of mission fulfilment.

Minimally Achieved
The percentage or value of the indicator is holding at, or close to the current level.

Not Achieved
The indicator value has decreased/increased by a fixed percentage or value.

Quantitative indicators are defined as a fixed percentage or value growth from the prior year with ranges set individually for each indicator.

Qualitative indicators include identification of components that measure the threshold identified and require the development of a rubric to assess each component.

Table 8: Indicator Threshold Ranges

Indicator #	Threshold Ranges			Revised Ranges (if applicable)			Rationale
	Achieved	Minimally Achieved	Not Achieved	Achieved	Minimally Achieved	Not Achieved	
1.1	Increase score at least 1 point	Increase score up to 1 point	Decrease in score	1	1	<1	*Now that we have achieved Platinum rating each additional point will become more difficult – however, there are a few points available in this category*
1.2	Increase score at least 2 points	Increase score up to 2 points	Decrease in score	1	1	<1	*Now that we have achieved Platinum rating each additional point will become more difficult to obtain – there are minimal points available in this category*
1.3	Increase score at least 4 points	Increase score up to 4 points	Decrease in score	1	1	<1	*Now that we have achieved Platinum rating each additional point will become more difficult – there are points available in this category*
1.4	Increase score at least 1 point	Increase score up to 1 point	Decrease in score	1	1	<1	*Now that we have achieved Platinum rating each additional point will become more difficult – however, there are some points available in this category*

<u>Review the Five-Year Target</u>
Five-year targets should be aspirational yet realistic. They should provide a concrete goal and motivation to improve services, programs, or experiences as a means to achieve outcome targets. These targets can be tied to goals related to institutional strategic plans where available.

Table 9: Five-Year Targets

Indicator #	5-Year Target	Relevant (Y/N)	If not, provide revised target and include rationale for change
1.1	55.06	y	
1.2	39.53	y	
1.3	51.23	y	
1.4	29.33	y	

D. Planning for Improvement

Based on the information you provided above, and taking into consideration new or revised outcomes and indicators, complete the following Mission Fulfilment Framework which will be used as the benchmark for the 2019 reporting cycle.

Table 10: Completed Mission Fulfilment Framework for 2019

Objective	Outcome	Indicator	Rationale for Indicator	Mission Fulfilment Threshold Ranges			Final Year Goal	Historical Values
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Finally, determine the plans required to improve the performance of the indicators and achieve the objectives of the core theme.

<u>Planning</u>
Outline plans to continue to improve or maintain performance of the indicator at the:
     a) Institutional level
     b) Unit level

<u>Consultation</u>
Outline plans to consult with key stakeholders who are responsible for influencing the indicator to accomplish the objective.

<u>Budget & Resources</u>
Identify any budgetary and resource limitations/implications.

Table 11: Planning for Improvement

Indicator #	Plans at institutional level for improvement	Plans at unit level for improvement	Consultations required	Budgetary and resource limitations/impact
1.1	Water conservation, purchasing, food	Water meters, low flow, irrigation management, shorter radius re food sourcing, purchasing guidelines (no single-use items), ESAC Zero Waste Subcommittee (working group)	Ancillary, facilities, Purchasing	TBD
1.2	Volunteer program	Increase civic engagement: Student Sustainability Ambassador Program	Student experience	TBD
1.3	Database of sustainability courses – learning outcomes	Classify courses and programs _sustainability learning outcome for all graduates, ESAC Sustainability in the Curriculum Subcommittee (working group)	CELT	TBD
1.4	Investment committee	TRU will begin including environmental, social, and governance factors in its investment decisions through membership in the United Nations-supported initiative called Principles for Responsible Investment (PRI). https://inside.tru.ca/2016/04/11/sustainability-to-extend-to-investment-strategy/	Matt Milovick Thompson Rivers University VP Administration and Finance	TBD

Submitted to the Office of Quality Assurance, TRU

by

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October 4, 2019