

Outcome Agreement – Acadia University

I. PURPOSE

This Outcome Agreement identifies activities and goals that Acadia University will undertake between September 1, 2016 and March 31, 2018. The outcomes identified by Acadia University in this agreement are supported and endorsed by the Province of Nova Scotia, with the understanding that they will help strengthen Nova Scotia's post-secondary sector and advance the Province's social and economic priorities.

This Outcome Agreement is intended to identify the activities and goals of Acadia University that help support the Province of Nova Scotia's social and economic priorities. In undertaking this Outcome Agreement, the Province recognizes Acadia University as an independent, self-governing institution with the autonomy characteristic of a university in setting its research and educational priorities.

The Province and Nova Scotia's universities established a Partnership Committee as part of a strategic focus on "Excellence through Partnership." Through the Partnership Committee, university presidents and deputy ministers meet regularly to discuss post-secondary education. The goal of the Partnership Committee is to respond comprehensively and strategically to the range of complex issues that impact the province's university sector. Nova Scotia is the only province in Canada to have this kind of collaborative relationship with its universities.

This Outcome Agreement is intended to complement the work of the Partnership Committee and align with the priorities and core objectives outlined in the *Memorandum of Understanding between the Province of Nova Scotia and the Nova Scotia Universities 2015-2019* (the MOU). Through this Outcome Agreement, Acadia University commits to support the MOU and work to achieve its priorities.

II. SHARED VISION AND DIFFERENTIATION STATEMENT

The Province of Nova Scotia and the Nova Scotia Universities commit to the overarching principle that the MOU will make a significant contribution to the Nova Scotia university sector's pursuit of achieving academic and research excellence and exceptional community service.

The Province supports the ongoing vision of a collaborative post-secondary sector in Nova Scotia. Through the MOU, the Province of Nova Scotia and the ten universities have agreed to a shared vision of "a differentiated and collaborative sector, consisting of autonomous universities, that is globally competitive in the quality of academic programs and research activities, locally connected to provincial social and economic goals, accessible for Nova Scotia students and responsibly supported by the Provincial government" (2015-19 MOU).

In addition, the Province of Nova Scotia and the ten universities have agreed on the following differentiation statement: "Differentiation of our university sector entails a single comprehensive research intensive university, a number of primarily undergraduate universities, and specialty institutions."

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III. ACADIA UNIVERSITY – KEY FEATURES

Institution: Acadia University

Location(s): Wolfville, Nova Scotia

Student Profile: Acadia University			
	Nova Scotia Students	Out-of-Province Students	International Students
Undergraduate (2015-2016)	1686	1173	388
Undergraduate (2014-2015)	1840	1242	376
Graduate (2015-2016)	57	30	16
Graduate (2014-2015)	54	36	23

Student Profile: Acadia Divinity College			
	Nova Scotia Students	Out-of-Province Students	International Students
Undergraduate (2015-2016)	12	1	2
Undergraduate (2014-2015)	7	4	1
Graduate (2015-2016)	24	47	17
Graduate (2014-2015)	26	32	17

History:

(Institution to provide a brief history of the institution (e.g., date the institution was established, major changes, mergers, etc.). Please do not exceed 200 words)

Acadia is one of Canada’s oldest universities, founded in 1838 on the principle of freedom of access to higher education regardless of gender, race or religion. From its beginning, Acadia has been committed to providing students with a rigorous liberal education based on personalized attention from professors, undergraduate participation in research, and engagement in the community. Acadia was one of the first universities in the Commonwealth to admit and graduate women and persons of African descent. Acadia is a microcosm of the world with students from every province and territory in Canada and from approximately 50 other countries. It offers a transformative student experience – one that is growing increasingly rare in Canada but is vigorously defended at Acadia to ensure our graduates are well-prepared for their lives and their careers. Acadia is a leader

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in research directly related to its environment and the local economy, and is committed to involving undergraduates in this work. The University's culture is predicated on community, leadership, respect, discovery, and excellence and the institution challenges its graduates to commit themselves to making the world a better place.

Unique Considerations:

(Institution to provide a short (maximum 500 words) description of the unique strengths and/or advantages of the institution. The description should highlight what differentiates the institution from others in Nova Scotia and/or Canada. The institution may wish to highlight:

- *Strengths in individual programs and/or areas of research*
- *Student profile and engagement*
- *Regional and/or community partnerships*
- *Partnerships with other institutions*
- *Partnerships with the private or not-for-profit sectors*
- *Unique fiscal, geographic, or cultural considerations*

The Unique Considerations section of the 2014-16 Bilateral Agreements may be of assistance to universities when drafting this section.)

Focus on students and institutional quality

Acadia has a well-recognized brand, and the University recently completed a branding process to better define, articulate and communicate the unique style of education students experience at Acadia that is not offered elsewhere in Canada by schools that have adopted the bigger is better philosophy. The results were used in the 2015-2016 recruitment campaign and Acadia's 25.4% increase in its first-year class is evidence that it worked. Presenting a strong, focused, and cohesive university brand across the institution, helped to increase awareness and positive perceptions leading to successful interactions and outcomes with multiple audiences. Communicating the brand in a dynamic, differentiated and engaging way positively affected a broad range of university priorities, including recruitment, retention, advancement, and research. A Brand Council composed of representation from faculty, staff, students and external professionals, has been established to ensure brand integration throughout the University to maximize success by providing clarity, consistency, continuity, credibility, leverage and effectiveness.

To better communicate the substantial difference between Acadia and its competitors, Acadia is collaborating with three sister universities (St. FX, Mount Allison and Bishop's), collectively known as the Maple League, to establish a brand category in Canada for the unique style of student experience and education offered at these universities. This first-of-its-kind collaborative effort is intended to raise the profile of each institution with prospective students, parents, and influencers and create a platform for academic and institutional cooperation that will produce new ideas and approaches in our classrooms and on our campuses.

The Maple League's Marketing Committee has undertaken work that will establish a 'product category' for our universities through, market positioning, a new name (Maple League of Universities), logo, visual identity, and promotional tactics (including joint recruitment initiatives). These efforts are geared

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toward enhancing awareness and understanding of, and creating demand for our style of university. This measure is fully dependent upon the continued funding for the Maple League by external donors and the participation of all four universities.

Brand awareness aimed at external audiences is one aspect of Acadia's focus on students. On campus, Acadia is committed to demonstrating leadership on reducing alcohol harms. Since 2011, Acadia has been at the forefront of campus, local, regional, and national efforts and is a leader within the Association of Atlantic Universities (AAU)

In addition, Acadia committed to ensuring that our campus community, especially our student population, has a positive appreciation for, and personal knowledge of, sexual health. This includes a prominent commitment to address and reduce the harms associated with the serious issue of sexual violence on university and college campuses. We were one of the first universities in the country to institute a sexual assault protocol more than 10 years ago, with the broadest possible definition of sexual assault. Because our students, faculty and staff have been working cooperatively and diligently for many years to develop excellent relationships with students, on-campus and surrounding communities, as well as policing bodies, we have been able to put systems in place for reporting, tracking and investigating incidents both on and off-campus. Programs have been developed that ensure a level of trust that encourages students to come forward in a safe and supportive environment, and processes have been put in place to provide students with significant supports. The Acadia Students Union also considers this issue a priority. They, as well as our faculty, staff and the local RCMP have dedicated themselves to addressing the issues of sexual violence, and promoting open dialogue. There has been considerable effort on the part of faculty members and groups, including the Acadia Women's Centre, to initiate class and community-related projects to create awareness, promote discussion and solicit feedback from our students. Our recent "Know/No More" campaign that generated widespread interest is one example. We also collaborate with local, regional and provincial governments and organizations to develop information about sexual assault, strategies to make communities safer, and resources to support students who have been the victim of assaults. We work with local municipal governments in the Valley Sexual Violence Project. Acadia fully supports and is participating in the Province of Nova Scotia's first strategy to create a coordinated response to Sexual Violence.

Rural sustainability drives research priorities

Acadia makes a substantial contribution to every aspect of life in the Annapolis Valley and Western Nova Scotia. It is one of the area's largest employers and direct contributors to the local economy through wages and local purchases. An economic impact study, undertaken in 2013, conservatively quantified the University's annual regional economic impact at approximately \$89,000,000.

Acadia's faculty are partners in research projects that are directly beneficial to agriculture, clean water, grape growing and wine-making, food security, and clean energy. Acadia's campus experts in health care and exercise improve the lives of the people of Nova Scotia and in the case of diabetics, of all Canadians.

Acadia attracts millions of dollars in research funding Acadia to the Valley. Over the past five years, Acadia has doubled the value of industry research contracts compared to the previous five-year period,

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from \$8.8 million to \$17.7 million, representing a 50% increase in the total number of contracts from 319 to 488. In addition, the University attracts entrepreneurs and investors who are starting businesses to the Acadia Centre for Rural Innovation. The businesses located in this Centre are working directly with farmers and food processors to improve crop yields and business success. Acadia's faculty research capacity is being applied to the Valley's burgeoning wine, cider, craft beer and spirits industries through campus facilities such as a new wine analysis lab and a food and sensory testing lab, both of which are the only facilities of their kind in Eastern Canada with the scientific expertise required by producers in these highly competitive business sectors. Acadia also has a 30-year history of supporting businesses and the development of entrepreneurship in the community through business advisory and training services and entrepreneurship development programs.

The integrated efforts of Acadia's Office of Industry & Community Engagement (ICE), the Rural Innovation Centre (RIC), and the Acadia Entrepreneurship Centre (AEC) have enabled Acadia to be a leader in driving economic development in Nova Scotia, particularly in Western Nova Scotia. As a result of these joint efforts, specialized programming and an integrated, seamless approach to industry engagement, Acadia has consistently been highlighted by the Springboard Network as the top performing small institution in Atlantic Canada. Acadia is currently ranked in Canada's Top 50 Research Universities and plays a significant role in securing funding for research in established and new areas of economic importance to the Annapolis Valley. This rural and community sustainability theme is seamlessly congruent with Acadia's new (2015 – 2020) Strategic Research Plan, Rural and Coastal: Local to Global. Under the umbrella of this SRP, Acadia brings considerable expertise to bear in four thematic areas, each of which has local and provincial impact: (a) community life, organizations, and cultural diversity; (b) natural resources and environmental resilience. (c) human health and wellness, and (d) innovative and enabling technologies. This new SRP, approved unanimously by Acadia's Senate in December, 2015, signals the University's commitment to deepen and extend our role as a driver for innovation, socio-cultural enrichment, health and wellness, and economic development in the Annapolis Valley and Nova Scotia generally.

Community social responsibility

More than 80 per cent of Acadia's students hold a volunteer position either on- or off-campus, and the students from Acadia Divinity College are helping to lead rural church revitalization. Acadia's athletics complex, Art Gallery, and performance spaces are critical infrastructure to the Town of Wolfville, attracting thousands of visitors to the area each year. Acadia contributes directly to the success of community-based organizations such as the Wolfville Farmers' Market and the Annapolis Valley Regional School Board through formal partnerships and agreements for space rentals and leases. Acadia's support for events such as the Deep Roots Music Festival and Devour! make Wolfville a premier destination for patrons of cultural activities, adding significant value to the local business community.

The Acadia Athletics Complex supports community-based recreation for both children and adults using Acadia faculty and student volunteer resources. It attracts significant activity that provides substantial economic spin-offs to the local economy. Acadia's approximately 50 varsity sports events attract 60,000 fans to Wolfville between September and March and every year and, in total, about 750,000 people visit the Acadia Athletics Complex as a spectator or participant, one-third of whom are from outside Kings

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County. There are more than 120,000 visits to Acadia’s fitness facility annually, 65% of which are from community members, representing a 400% growth over the past three years.

Specialty programs, unavailable anywhere else in Western Nova Scotia, have become a hallmark of the service Acadia provides to its community. For example, the Sensory Motor Instructional Leadership Experience (S.M.I.L.E.) program attracts 400 student volunteers and 280 youth participants from as far away as Halifax and beyond. Active Aging program attracts 30 student and other volunteers and 55 participants per semester and Kinderskills for pre-schoolers draws 90 student and other volunteers and 60 participants. There is ample evidence that these and other programs are becoming increasingly popular. In 2016, Acadia formed a partnership with the Town of Wolfville to organize, promote and operate its summer camps. There were 40% more Acadia-run youth camps and 75% more participants in 2016 versus 2015 and Acadia intends to maintain or increase its community-focused programs based on anticipated heavy demand.

Fiscal and environmental responsibility

For the past decade, Acadia has focused on lowering ongoing operating costs through a combination of expense reductions while improving the sustainability and efficiency of campus infrastructure through in-house initiatives and partnerships with outside agencies and experts.

Since 2005, Acadia has implemented wage freezes, wage rollbacks, significant reductions of all employee types, as well as transitioning employees from the Acadia Pension Plan to the Public Service Superannuation Plan to reduce institutional balance sheet liabilities and annual pension costs. Employee positions that were eliminated have not been restored. Non-salary operational costs were cut by 30% in 2010 and certain activities have been outsourced to reduce costs and increase efficiencies. In addition, the University eliminated its student computer ownership model and cut its deferred maintenance budget.

In 2007, the University executed a comprehensive “Sustainability through Facilities Innovation” performance contract with Johnson Controls. This included multiple performance improvement measures, such as ice plant efficiency, heat recovery systems, and room occupancy controls. The project resulted in over \$600,000 in annual electrical, water and fuel operating cost savings.

Building on that success, Acadia has worked with Efficiency Nova Scotia on multiple initiatives, including custom projects and prescriptive rebate incentives. This partnership has been ongoing since 2010, and the University has typically executed at least one significant project (i.e. >50,000 kWh savings per year) each year thereafter. The cumulative total electrical savings of the custom projects alone has been in excess of 1,200,000 kWh per year across campus.

In addition to the electrical efficiency projects, Acadia has made significant progress in reducing its environmental footprint through optimizing its central heating plant and steam distribution which provides the bulk of the heat to campus facilities. Projects in 2013 and 2014 included renewal of several underground steam distribution junctions resulting in significant efficiency improvements through leak reduction and improved insulation. The single largest impact to improving our environmental footprint was the conversion of our four boilers from No. 6 Fuel Oil (Bunker “C”) fired to compressed natural gas

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fired in 2014. The successful completion of this conversion resulted in the overall reduction of Greenhouse Gas Emissions from the plant of approximately 30% or 4000 tonnes of GHG equivalent. This is approximate equivalent to taking 1000 automobiles off the road per year.

IV. OUTCOMES

Acadia University will receive [operating grant] from the Province of Nova Scotia for the fiscal year 2016-17. This funding must be used to plan and deliver post-secondary education and related services in the province.

A. Sector-wide Outcomes

The Province of Nova Scotia and Acadia University agree to the following sector-wide outcomes, which will advance the shared, long-term goals of ensuring the sustainability of the post-secondary education sector and fostering a quality learning experience for post-secondary students in Nova Scotia:

1. Nova Scotia's universities capitalize on their revenues and expenditures, with the goal of achieving stable operating budgets for the medium-term (2015-19);
2. Nova Scotia's university sector operates with improved efficiencies, which may be gained through collaboration with other entities, helping institutions achieve financial sustainability;
3. Nova Scotia's universities compete successfully on the global market for Nova Scotian students, out-of-province students, and international students, while collectively marketing Nova Scotia as a study destination;
4. Nova Scotia's universities offer a quality learning experience to students;
5. Nova Scotia's universities deliver quality programs, which are approved by the Maritime Provinces Higher Education Commission (MPHEC) and other quality assurance bodies; and
6. Nova Scotia's university campuses are actively working to provide places where students can study and learn in an environment that is free from sexual violence.

Through these outcomes, Acadia University will track and report on data related to revenues, expenditures, and enrolment in order to improve efficiencies and work toward long-term financial sustainability. Specifically, Acadia University must use the information gathered through the Standard Public Financial Reporting process to develop performance measures that report on:

- Total revenue (amount and source) and revenue per full-time equivalent enrolment
- Total expenditures (amount and source) and expenditures per full-time equivalent enrolment
- Change in provincial grant per full-time equivalent enrolment
- Change in total system tuition revenues and fees
- Change in total system expenditures

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- Change in total system expenditures per full-time equivalent enrolment
- Current enrolment as reported in the Standard Financial Reporting Template (Nova Scotia students, out-of-province students, and international students)
- Changes to enrolment over the previous five years

Acadia University also recognizes the importance of supporting a quality student experience. The above outcomes will support the ongoing goal of providing a quality experience to post-secondary students studying in Nova Scotia. This will include developing performance measures related to:

- Student satisfaction with the quality of their education and learning experience
- Key Performance Indicators related to new program development and the program review cycle
- Ensuring that policies and programs are in place that promote an environment of zero tolerance to sexual violence, with a focus on prevention and the promoting of greater awareness

In order to achieve the above outcomes, Acadia University commits to the following actions:

- Actions to be added by institution – Actions should be specific steps that the institution plans to pursue in order to advance each outcome

University Revenues and Expenditures	
Increase in year-over-year total tuition revenue.	<ul style="list-style-type: none"> - Continued focus on enrolment diversification in international markets. - Continued focus on key domestic markets. - Implementation of tuition market adjustments in fall of 2017. - Conduct an in-depth analysis of retention measurement data to establish baseline and targets.
Identify additional revenue from non-tuition and non-student fee sources to support existing operating activities.	<ul style="list-style-type: none"> -Identify new sources of revenue through events, donations, government grants, sponsorships, corporate support, rental of existing facilities, and other. -Identify existing operational costs that could align to possible new sources of support. -Acadia will focus on identifying ongoing sources. -Acadia will undertake an exercise to link new sources of funds to existing operating expenditures, however, there could be new sources that are not linked.
Identify cost reductions and efficiencies in spending from the existing operating activities	<ul style="list-style-type: none"> - Acadia’s typical and extraordinary cost reductions that have been implemented over the last decade demonstrate that further reductions will be more difficult to identify and provide less significant savings.

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Efficiency and Financial Sustainability	
Maintain energy efficiency of utilities	<ul style="list-style-type: none"> - Implement energy efficiency program in residences. - Improve collaboration with Efficiency Nova Scotia.
Increase the number of energy efficiency projects.	<p>- Acadia’s focus over the last decade has been to improve the sustainability of campus infrastructure through in-house initiatives and through partnerships with outside agencies and experts. Going forward, Acadia will:</p> <ul style="list-style-type: none"> - identify potential energy efficiency programs. - increase knowledge of new energy efficiency solutions and programs. - incorporate energy efficient design features including renewable energy generation (solar), innovative cooling systems (geothermal) and other technology such as LED lighting into new construction and capital renewal opportunities as they arise. <p>Under the auspices of the Strategic Investment Fund, a series of improvements to the science complex will reduce greenhouse gas emissions by 1384 tonnes, to be achieved through the addition of a 150kW rooftop solar array (176 tonnes), geothermal cooling tie-in to existing system (550 tonnes), new double-skin building envelope for Huggins Hall (540 tonnes), and an LED lighting retrofit throughout the complex (118 tonnes).</p>
Identify or be involved with new collaborative technology initiatives with other universities and external parties.	<ul style="list-style-type: none"> - Collaboration with the 10 other NS PSEs under the Higher Education IT Shared Services initiative (HISS). - Migration of email and personal document storage to Microsoft Office 365. - Implement a shared procurement initiative. - Feasibility study of sharing a network management and security strategy.
Identify marketing improvements or efficiencies through the Maple League Initiative.	-Identify cost savings / efficiencies through joint initiatives.
Enrolment	
Acadia will implement strategic recruitment efforts to help achieve full-time undergraduate enrolment.	Between 2016 and 2020, we will develop and implement annual recruitment strategies with incrementally-increased annual enrolment objectives, and maintain 2020 enrolment level going forward.
Acadia will develop and execute specific recruitment strategies targeting Nova Scotia, out-of-province (OPP), and international students	Between 2016 and 2020, we will develop and implement annual recruitment strategies specifically aimed at Nova Scotia students, out-of-province students, and international students
Student Satisfaction	
Acadia will participate in the National Survey of Student Engagement (NSSE), a rigorous survey that uses a solid research methodology, and will work to maintain a high level of student satisfaction.	<ul style="list-style-type: none"> - Acadia will participate in the NSSE survey in 2017 and every two years thereafter. - Acadia will create a campus data team to share results and support strategy development based upon them.

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Acadia will continue to implement its Survey of First Year Students. Begun in 2014, this three-year cyclical survey measures student satisfaction with their onboarding (orientation and registration) experience.	Acadia will execute the next survey in 2017 and every three years following, and utilize the results in onboarding and new student transition strategy development.
Alumni engagement is a reflection of satisfaction with the student experience. In collaboration with the Alumni Association, we will develop and execute an alumni survey of graduates.	The alumni survey of graduates will be undertaken at the 1, 3, and 5-year marks beginning in 2017 to capture satisfaction, employment, and engagement information which will underpin strategic planning, track campaign results specific to alumni funding for student awards.
Co-operative education programs are becoming more in-demand by students so that they can gain hands-on experience, build resumes, and help transition into the workforce. Acadia offers Co-op in approximately 80% of its academic programs. An annual Co-op Program Satisfaction Survey measures student satisfaction, and Acadia will work to maintain and build on its high level of student satisfaction.	
Acadia will track and maintain its retention/persistence rates for first-time, full-time first-year students returning for the second year; and will maintain or increase the rate for first-time, full-time, first-year students to graduation.	Acadia will conduct an in-depth analysis of retention measurement data. In fall 2016, we will establish a task force team to undertake the initial analysis.
Acadia will maintain the current percentage of graduates employed two years after graduation.	
Education Quality	
Acadia will continue to maintain the high percentage approval rate by MPHEC for credit/degree programs.	Focus on a timely approach to the submission of programs for approval by MPHEC and required follow-up.
Acadia will increase the percentage of programs accredited/reviewed by an external professional/governing organization which have undergone a review within the past seven years.	Continue to work with Departments and Schools to ensure reviews by external professional/governing organizations are conducted during the appropriate cycle.
Acadia will increase the percentage of departments having completed a review process within the last seven years to respond to the need for ongoing external reviews.	Continue to work with Departments and Schools to ensure reviews by external professional/governing organizations are conducted during the appropriate cycle.
Acadia will institute a process for tracking institutional responsiveness to review recommendations.	
NSSE Student-Faculty Interaction score for First-Year/Senior students: Acadia will maintain the composite index score on the NSSE Student-Faculty Interaction for First-Year/Senior students in this component.	Participate in the 2017 NSSE survey and every two years following. This score is a composite index of concrete activities related to direct interaction of students and faculty beyond the classroom. It is composed from the results of 4 questions: <ol style="list-style-type: none"> 1. Talked about career plans with a faculty member. 2. Worked with faculty on activities other than coursework (committees, student groups, etc.) 3. Discussed course topics, ideas, or concepts with a faculty member outside of class

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	4. Discussed your academic performance with a faculty member.
Sexual Violence Awareness and Prevention	
Acadia will continue to collaborate with the AAU and its Safe Campus Communities Group to create a template for use by all member institutions for the development of individual campus sexual violence policies and common reporting structures.	Acadia has had a sexual assault protocol in place since the late 1990s, and is in the process of developing its own sexual violence policy for completion in fall 2016, in partnership with the Acadia Students' Union (ASU) for student input.
Using a similar methodology as that used to successfully focus on alcohol harms reduction over the past several years, Acadia is establishing a similar systemic effort in the area of student sexual health. In fall 2015, Acadia established a Sexual Health Working Group.	The membership, composed of representatives from faculty, staff, students, and other external organizations, has a mandate to act as the umbrella and lead group to provide a coordinated, cohesive, and systematic approach to achieve progress and sustainability with regard to sexual health and the elimination of sexual violence. As was done with the alcohol harms reduction methodology, the Group will work collaboratively at various levels (campus, local, regional, provincial, national). At the initial campus level, the Group will amass, integrate and leverage existing programs, and develop new programs to encourage positive sexual health and reduce sexual violence on campus. Under the auspices of this group, the Acadia Students' Union (ASU) received an NS Innovation Grant of close to \$26,000 in 2016 to develop awareness and education initiatives with a priority focus on first-year students.
Acadia will institute an annual Student Coercion and Consent Climate survey to measure student awareness, attitudes, and perceptions.	
Acadia will increase the number of education/training opportunities for students, student staff, and staff in the areas of sexual health and wellness.	The training opportunities include such things as Bring in the Bystander workshops, consent seminars, workshops with student peer support clubs and organizations, etc.

B. Institution Specific Outcomes

Acadia University has identified the following institution specific outcomes. The Province of Nova Scotia will support Acadia University in working toward these outcomes, which will advance the goals and priorities of the University:

- Institution to identify **2-5 outcomes** under one or more of the following five areas: Sustainable Institutions, Quality Experience, Accessibility, Entrepreneurship and Job Ready Graduates, and Innovation and Research and Development
- Institutions, in consultation with LAE, may also develop an institution specific outcome and related performance measures

In order to achieve the above outcomes, Acadia University commits to the following actions:

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- Actions to be added by institution – Actions should be specific steps that the institution plans to pursue in order to advance each outcome

Rural Community Sustainability

<p>Industry Research Contracts - Increase/maintain number of industry research/service contracts that specifically support rural innovation and economic development in our region, particularly in provincial/regional priority areas, such as agri-technology, tidal energy & ICT.</p> <p>Government Research Contracts - Increase/maintain number of government research contracts, grants and projects that support rural innovation and economic/community development in the Province.</p> <p>Strategic Research Initiatives - Maintain number of large strategic research initiatives that support rural innovation and economic/community development in our region/province (e.g. Wine Analysis Lab, Rural Innovation Centre, ACOA AIF's & ICF's, research institutes, etc.).</p> <p>SME Interventions - Continue to increase number of interventions with Nova Scotia SMEs providing R&D and business support services (interactions with both Acadia's ICE Office & AEC).</p> <p>Technology Transfer - Increase number of technology transfer & commercialization agreements.</p> <p>Industry Workshops & Events - Continue to increase number of participants attending industry workshops, events & training sessions (workshops & training sessions hosted by both Acadia's ICE Office & AEC).</p>	<p>Continue to provide sector-based industry engagement events and workshops both on and off-campus.</p> <p>Continue to promote research funding programs (e.g. P&I Voucher Program).</p> <p>Continue to promote research capabilities and success stories to SMEs.</p> <p>Continue to work closely with a variety of economic development partners and government agencies (e.g. RENs, NSBI, NSDA, Innovacorp, ACOA) to better coordinate R&D and business support services & promote our capabilities and strategic strengths.</p> <p>Continue to work closely with industry associations, community partners, government agencies and researchers to determine what initiatives/infrastructure will best support our region.</p> <p>Increase support to start-ups within the region (e.g. Rural Innovation Centre) by coordinating R&D and business support services.</p> <p>Continue to promote innovation funding opportunities (e.g. Springboard IM Funding, Innovacorp ESCF Program) to researchers and industry partners.</p> <p>Continue providing intellectual property workshops both on and off-campus.</p> <p>Promote research collaborations with other academic institutions with a particular focus on institutions within our region (e.g. Université Sainte-Anne, NSCC)</p>
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Rural Community Sustainability (cont'd)

<p>Acadia will increase the number of joint service agreements with municipal units and community organizations, which include:</p> <ul style="list-style-type: none"> • MOUs, procurement partnerships, joint use and lease agreements • Current agreements include support for Wolfville Farmers Market, shared tenders for asphalt renewal, leases for parking lots to be used by public and joint use agreements for recreation facilities 	<ul style="list-style-type: none"> - Implement new Agreement for shared use of Recreation Facilities with Town of Wolfville. - Renew lease with Town of Wolfville for Crowell Tower Playing Fields. - Explore additional procurement partnership opportunities with Town of Wolfville and other municipal units for common purchases /tenders.
<p>Acadia will maintain its role as the multi-sport recreational and fitness hub for Wolfville and Kings County, in the absence of other capacity in Kings County.</p>	<ul style="list-style-type: none"> - Maintain engagement with the Jumpstart program, a local collaboration between Acadia, the Annapolis Valley Regional School Board and Canadian Tire. - Leverage new donor-funded improvements to the Athletics Complex (arena, gymnasium, fitness centre, high-performance training) to attract new users and high-profile events such as regional and national varsity and youth developmental/adult recreational championships.

Quality Experience

<p>Increase new, incoming full-time undergraduate (FT, UG) student enrolment.</p>	<ul style="list-style-type: none"> - Annual recruitment strategies are developed and executed. Strategies contain data analysis, environmental scans, competitive and SWOT analyses, tactics, communications and promotion plans, and performance measurements. - A Brand Council composed of representation from faculty, staff, students and external professionals, will be established to ensure brand integration throughout the University to maximize success by providing clarity, consistency, continuity, credibility, leverage and effectiveness.
<p>In collaboration with Acadia's Alumni Association, we will develop and execute an alumni perception survey.</p>	<p>In fall 2017 and every three years thereafter, we will develop and execute an alumni survey of perceptions of the Acadia brand and their implications with respect to promotional, recruitment, and fundraising activities.</p>
<p>A strong brand will complement and reinforce Acadia's fundraising efforts, as we develop and execute a \$75-million campaign.</p>	
<p>We will continue to measure student satisfaction through NSSE survey data. We will include a module in the proposed alumni survey (noted above) for graduates at the 1, 3, and 5-year marks to capture satisfaction, employment, and engagement information to inform strategic planning.</p>	<p>Acadia will conduct an in-depth analysis of retention measurement data to establish baseline and targets. In fall 2016, we will establish a task force team to undertake the initial analysis.</p>

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Quality Experience (cont'd)

<p>Maple League Brand Development: Lead the development of a brand category for the four partner universities (Acadia, St. Francis Xavier, Mount Allison, Bishop's).</p>	<p>Fall 2016: -Launch brand at a joint event in Toronto -Undertake three joint recruitment initiatives. -Develop promotional materials – website, video, brochure. -Carry Maple League brand in each university viewbook (the main recruitment brochure).</p>
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Mental Health and Wellness and Alcohol Harms Reduction

<p>Through the Canadian Post-Secondary Education Partnership on Alcohol Harms (PEP-AH), Acadia will increase the number of partners, including other Canadian PSE institutions and subject matter experts, sharing information on high-risk drinking and alcohol harm reduction efforts in Canada. Acadia will further work with partners to develop action plans addressing these priorities.</p>	<p>Through its work between 2013 and 2016, Acadia led the establishment of the Canadian Post-Secondary Education Partnership on Alcohol Harms (PEP-AH). The Partnership, meant to address high-risk drinking and reducing harms by alcohol at Canadian colleges and universities, is currently composed of 10 university charter members, as well as subject matter representing AUCC, CACUSS, CCSA, NASAC, the Alcohol and Gaming Commission of Ontario (AGCO), and the NS Chief Medical Officer.</p> <p>-Continue membership and involvement with the PEP-AH, and its governance committee. -Officially represent PEP-AH on the National Alcohol Strategy Advisory Committee (NASAC) -Promote membership and participation in PEP-AH to all NS PSE institutions. -Encourage and contribute to a national alcohol use survey strategy for PSE students.</p>
<p>Since 2011, Acadia has conducted a monthly student survey during each academic year to measure alcohol harm reduction efforts. We will continue to conduct the survey and use its results to achieve alcohol harms reduction.</p>	<p>Acadia will also continue to support efforts for NS PSE institutions to partner with student leaders and the NS Liquor Corporation to implement, promote, and assess the social responsibility program, Keep It Social.</p>
<p>Acadia will work through the Atlantic Association of Universities (AAU) to collaborate with other Atlantic PSE institutions to develop and implement the AAU Student Mental Health Action Plan. The Plan will identify strategic actions associated with the implementation of such things as the delivery of counselling services, and the Transitions and the Stay Connected projects.</p>	<p>Acadia co-chairs the AAU Student Mental Health Working Group.</p>

C. Reporting on Outcomes

Acadia University will develop and report on specific performance measures to track the University's progress in achieving both the Sector-wide and Institution Specific Outcomes. Progress in achieving the outcomes will be reported annually through a standard reporting template.

Through the standard reporting template, Acadia University will identify indicators of success, which will describe changes to measurable inputs and/or outputs that will be used to help identify the University's

Outcome Agreement – Acadia University

progress toward achieving each outcome. These indicators will help the University develop, and report on, performance measures for each outcome. Performance measures will rely on specific, measurable data to track progress in achieving each outcome. Performance measures will include attainable targets and specific timelines to reach those targets. This will require that Acadia University establish baseline data for each performance measure.

Acadia University must submit a preliminary report to the Department of Labour and Advanced Education on or before March 31, 2017. This report must include standard reporting templates for each sector-wide and institution specific outcome identified in this agreement.

Acadia University must submit its final Outcome Agreement report to the Department of Labour and Advanced Education on or before March 31, 2018. This report must include:

- Standard reporting templates for each sector-wide and institution specific outcomes identified in this agreement
- An explanation of the baseline, target and trend data for each performance measure
- An explanation as to how each performance measure supports the overall outcome
- A description of the actions taken by Acadia University to achieve each outcome
- Where appropriate, an explanation of any mitigating factors that prevented the Acadia University from achieving an outcome

Following the evaluation of the Outcome Agreement and final report, the Province of Nova Scotia and Acadia University will work to annually refresh the outcome agreement. If Acadia University has demonstrated that an outcome has been achieved, Acadia University may either propose new performance measures and/or targets for that outcome, or propose a new outcome for the next agreement.

D. Funding

This Outcome Agreement will serve as a component of the funding relationship between universities and government. One percent (1%) of the university operating grant in fiscal 2018-19, will be conditional upon Acadia University reporting and delivering on the outcomes and related performance measures, as agreed to in the 2018-19 outcome agreements.

V. COMMUNICATION

The Province of Nova Scotia and Acadia University commit to working together in a positive and transparent manner, in order to advance and achieve the mutually beneficial outcomes articulated in this Outcome Agreement. The Province of Nova Scotia and Acadia University may agree to amend this agreement if required.

Outcome Agreement – Acadia University

Signed:

Signed:

Honourable Kelly Regan
Minister of Labour and Advanced Education

Raymond E. Ivany
President and Vice Chancellor, Acadia University

Date:

Date:

Appendix A – Standard Reporting Template

Theme: Sustainable Institutions – University Revenues and Expenditures (Sector-wide #1, Final November 2016)			
Outcome: Nova Scotia’s universities capitalize on their revenues and expenditures, with the goal of achieving stable operating budgets for the medium-term (2015-19).			
Indicators of Success			
-Increase in tuition revenue over prior year -Manage cost structure and implement efficiency opportunities and cost reductions/reallocations -Identify new revenue sources			
Alignment with the Shared Priorities			
MOU 2015-19 <input checked="" type="checkbox"/> A predictable, multi-year government funding commitment <input checked="" type="checkbox"/> Enhanced financial transparency and accountability <input checked="" type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input checked="" type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input checked="" type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment		MOU 2015-19 (continued) <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People Innovation Team <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
Measure 1 Increase in year-over-year total tuition revenue.	Baseline: 2015-2016: \$33.9 million Target: 2016-2017: \$34.9 million 2017-2018: \$36.0 million	Fiscal Year Total Tuition Revenue (as per standard financial reporting structure) 2012-13: \$31.6 million 2013-14: \$33.3 million 2014-15: \$34.6 million 2015-16: \$33.9 million	-Continued focus on enrolment diversification in international markets. -Continued focus on key domestic markets. -Implementation of tuition market adjustments in fall of 2017. -Acadia will conduct an in-depth analysis of retention measurement data to establish baseline and targets.
Measure 2 Identify additional revenue from non-tuition and non-student fee sources to support existing operating activities.	Baseline: 2016: as baseline of 0 Target: 2016-2017: 2 new sources		-Identify new sources of revenue through events, donations, government grants, sponsorships, corporate support, rental of existing facilities, and other. -Identify existing operational costs that could align to possible new sources of support.

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			<p>-Acadia will focus on identifying ongoing sources. -Acadia will undertake an exercise to link new sources of funds to existing operating expenditures, however, there could be new sources that are not linked.</p>
<p>Measure 3 Identify cost reductions and efficiencies in spending from the existing operating activities</p>	<p>Baseline: 2015-2016: as baseline of 0</p> <p>Target: 2016-2017: 3 new cost reductions or cost efficiencies</p>		<p>-Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding Acadia’s typical and extraordinary cost reductions that have implemented over the last decade which will demonstrate that further reductions will be more difficult to identify and provide less significant savings.</p>

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Theme: Sustainable Institutions – Efficiency and Financial Sustainability (Sector-wide #2, Final November 2016)			
Outcome: Nova Scotia’s university sector operates with improved efficiencies, which may be gained through collaboration with other entities, helping institutions achieve financial sustainability			
Indicators of Success			
-Effectively managing our energy footprint -Be deemed as a key partner with local municipalities for operational efficiencies -Collaboration on technology solutions with other universities			
Alignment with the Shared Priorities			
MOU 2015-19 <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input checked="" type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input checked="" type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment		MOU 2015-19 (continued) <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People Innovation Team <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
Measure 1 Maintain energy efficiency of utilities: - KWwh (Kilowatt Hour) per degree day - MMBTU per degree day	Baseline: TBD Target: TBD		-Implement energy efficiency program in residence. -Improve collaboration with Energy Efficiency Nova Scotia.
Measure 2 Increase the number of energy efficiency projects.	Baseline: 2015-2016: 2 Target: 2016-2017: 3	2011-12: 1 2012-13: 3 2013-14: 2 2014-15: 2 2015-16: 2	Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding the outcomes of Acadia’s focus over the last decade on improving the sustainability of campus infrastructure through in-house initiatives and through partnerships with outside agencies and experts. Going forward, Acadia will:

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			<p>-identify potential energy efficiency programs. -increase knowledge of new energy efficiency solutions and programs. - incorporate energy efficient design features including renewable energy generation (solar), innovative cooling systems (geothermal) and other technology such as LED lighting into new construction and capital renewal opportunities as they arise.</p> <p>Under the auspices of the Strategic Investment Fund, a series of improvements to the science complex will reduce greenhouse gas emissions by 1384 tonnes, to be achieved through the addition of a 150kW rooftop solar array (176 tonnes), geothermal cooling tie-in to existing system (550 tonnes), new double-skin building envelope for Huggins Hall (540 tonnes), and an LED lighting retrofit throughout the complex (118 tonnes).</p>
<p>Measure 3 Identify or be involved with new collaborative technology initiatives with other universities and external parties.</p>	<p>Baseline: 2015-2016: 1</p> <p>Target: 2016-2017: 2</p>		<p>-Collaboration with the 10 other NS PSEs under the Higher Education IT Shared Services initiative (HISS). -Migration of email and personal document storage to Microsoft Office 365. -Implemented a shared procurement initiative. -Feasibility study of sharing a network management and security strategy.</p>
<p>Measure 4 Identify marketing improvements or efficiencies through the Maple League Initiative.</p>	<p>Baseline: 2015-2016: 1</p> <p>Target: 2016-2017: 2</p>		<p>-Identify cost savings / efficiencies through joint initiatives.</p>

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Theme: Sustainable Institutions – Enrolment (Sector-wide #3, Final November 2016)			
<p>Outcome: Nova Scotia’s universities compete successfully on the global market for Nova Scotia students, out-of-province students, and international students, while collectively marketing Nova Scotia as a study destination.</p>			
<p>Indicators of Success</p> <p>Since Acadia has experienced a 21% growth in overall full-time undergraduate enrolment since 2008, we will continue to increase enrolment of undergraduate students between 2016 and 2020, at which time we will maintain our overall enrolment level objective of 3,407 students. This will be managed through targeted recruitment and retention strategies.</p>			
<p>Alignment with the Shared Priorities</p>			
<p>MOU 2015-19</p> <ul style="list-style-type: none"> <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment 		<p>MOU 2015-19 (continued)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input checked="" type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People <p>Innovation Team</p> <ul style="list-style-type: none"> <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input checked="" type="checkbox"/> Student Recruitment and Retention Working Committee <input checked="" type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee 	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
<p>Measure 1</p> <p>Acadia will implement strategic recruitment efforts to increase full-time undergraduate enrolment.</p>	<p>Baseline: Dec 1, 2015: 3,247</p> <p>Target: Dec 1, 2020: 3,407</p>	<p>Between 2008 and 2014, Acadia increased its enrolment by 22%: 2008: 2822 2014: 3458</p>	<p>-Between 2016 and 2020, we will develop and implement annual recruitment strategies with incrementally-increased annual enrolment objectives, and maintain 2020 enrolment level going forward.</p>
<p>Measure 2</p> <p>Acadia will develop and execute specific recruitment strategies targeting Nova Scotia, out-of-province (OPP), and international students.</p>	<p>Baseline: Dec 1, 2015: NS: 1,686 (52%) OPP: 1,173 (36%) Int'l: 388 (12%)</p> <p>Target: Dec 1, 2020: NS: 1,703 (50%) OPP: 1,192 (35%) Int'l: 511 (15%)</p>		<p>-Between 2016 and 2020, we will develop and implement annual recruitment strategies specifically aimed at Nova Scotia students, out-of-province students, and international students.</p>

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Theme: Quality Experience – Student Satisfaction (Sector-wide #4, Final November 2016)			
Outcome: Nova Scotia’s universities offer a quality learning experience to students.			
Indicators of Success			
Acadia provides a rigorous, personalized, and supportive education for its students. Student satisfaction will be assessed with evidence-based results from engagement and satisfaction surveys, both through Acadia-specific as well as national and international surveys. Student satisfaction is also an indicator of brand perception; some of the results indicated here will be combined with other metrics to measure the University Brand outcomes.			
Alignment with the Shared Priorities			
MOU 2015-19 <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input checked="" type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input checked="" type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input checked="" type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment		MOU 2015-19 (continued) <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People Innovation Team <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
Measure 1 Acadia will participate in the National Survey of Student Engagement (NSSE), a rigorous survey that uses a solid research methodology, and will work to maintain a high level of student satisfaction.	Baseline: 2013 Survey Results: -92% of respondents indicated ‘good to excellent’ in the evaluation of their entire educational experience at Acadia -88% of respondents indicated ‘probably/definitely yes’ in their response to choose Acadia again if they could start their education over Target: 2017 Survey: Achieve a percentage range of 89-95% and		-Acadia will participate in the NSSE survey in 2017 and every two years thereafter. -Acadia will create a campus data team to share results and support strategy development based upon them.

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	85-91% respectively from the baseline		
<p>Measure 2 Acadia will continue to implement its Survey of First Year Students, and will work to maintain a high level of student satisfaction. Begun in 2014, this three-year cyclical survey measures student satisfaction with their onboarding (orientation and registration) experience.</p>	<p>Baseline: 2014 Survey: -76% of respondents indicated they received their orientation information on time, 9% above industry norm -82% of respondents indicated they knew what to expect academically, 8% above industry norm -86% of respondents indicated that orientation met or exceeded expectations, 10% above industry norm</p> <p>Target: 2017 Survey: Achieve a percentage range of 73-79%, 78-84%, and 83-89% respectively from the baseline</p>		Acadia will execute the next survey in 2017 and every three years following, and utilize the results in onboarding and new student transition strategy development.
<p>Measure 3 Alumni engagement is a reflection of satisfaction with the student experience. In collaboration with the Alumni Association, we will develop and execute an alumni survey of graduates.</p>	<p>Baseline: Currently there is no baseline data on young alumni perceptions of their student experience; the results of the initial survey will provide these</p> <p>Target: The targets will be set upon analysis of the baseline data</p>		The alumni survey of graduates will be undertaken at the 1-, 3-, and 5-year marks beginning in 2017 to capture satisfaction, employment, and engagement information which will underpin strategic planning, track campaign results specific to alumni funding for student awards.
<p>Measure 4 Co-operative education programs are becoming more in-demand by students so that they can gain hands-on experience, build resumes, and help transition into the workforce. Acadia offers Co-op in approximately 80% of its academic programs. An annual Co-op Program Satisfaction Survey measures student satisfaction, and Acadia will work to maintain and build on its high level of student satisfaction.</p>	<p>Baseline: 2013-14: -4.71/5.00 in level of overall satisfaction -100% respondents indicate 'High to Very High' satisfaction with the program</p> <p>Target: 2016-17: -Achieve a range of 4.40-5.00/5.00 in level of overall satisfaction</p>		
<p>Measure 5</p>	<p>Baseline:</p>		

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<p>Acadia will track and maintain its retention/persistence rates for first-time, full-time first-year students returning for the second year; and will maintain or increase the rate for first-time, full-time, first-year students to graduation.</p>	<p>First to second year (3-yr rolling average): 2013-2015: 80.1% First year to graduation (3-yr rolling average): 2013-2015: 66.43%</p>		<p>Acadia will conduct an in-depth analysis of retention measurement data. In fall 2016, we will establish a task force team to undertake the initial analysis.</p>
<p>Measure 6 Acadia will maintain the current percentage of graduates employed two years after graduation.</p>	<p>Target: First to second year: 2014-2016: 79% - 81% First year to graduation: 2014-2016: 66-67%</p>		
	<p>Baseline: Class of 2012 (surveyed in 2014): 89% of graduates are employed two years after graduation</p>		
	<p>Target: Class of 2014 (to be surveyed in 2016): 89% of graduates employed two years after graduation</p>		

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Theme: Quality Experience – Education Quality (Sector-wide #5, Final November 2016)			
Outcome: Nova Scotia’s universities deliver quality programs, which are approved by the Maritime Provinces Higher Education Commission (MPHEC) and/or other quality assurance bodies			
Indicators of Success			
Monitor the need for, and initiating reviews of academic programs conducted by external professional/accrediting bodies Maintain a high degree of MPHEC-approved credit-based degree and diploma programs Performance on the NSSE Student-Faculty Interaction score			
Alignment with the Shared Priorities			
MOU 2015-19 <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input checked="" type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment		MOU 2015-19 (continued) <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People Innovation Team <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
Measure 1 Acadia will continue to maintain the high percentage approval rate by MPHEC for credit/degree programs.	Baseline: 2015-16: 97% Target: 2017-2018: 97%		Focus on a timely approach to the submission of programs for approval by MPHEC and required follow-up.
Measure 2 Acadia will increase the percentage of programs accredited/reviewed by an external professional/governing organization which have undergone a review within the past seven years.	Baseline: 2015-16: 76% Target: 2017-18: 88%		Continue to work with Departments and Schools to ensure reviews by external professional/governing organizations are conducted during the appropriate cycle.
Measure 3 Acadia will increase the percentage of departments having completed a review process within the last seven years to respond to the need for ongoing external reviews.	Baseline: Sept 2016: 61% Target: Sept 2018: 4 programs		Continue to work with Departments and Schools to ensure reviews by external professional/governing organizations are conducted during the appropriate cycle.
Measure 4	Baseline: Will be determined during the 2016-17 review cycle.		

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<p>Acadia will institute a process for tracking institutional responsiveness to review recommendations.</p>	<p>Target: To be set upon the review of the baseline data.</p>		
<p>Measure 5 NSSE Student-Faculty Interaction score for First-Year / Senior students: Acadia will maintain the composite index score on the NSSE Student-Faculty Interaction for First-Year/Senior students in this component.</p>	<p>Baseline: 2013 Survey results: Composite Index score – 15.5- First Year students 26.1 -Senior Year students</p> <p>Target: In the 2017 survey results, maintain 2013 baseline with a range of plus or minus 1%</p>		<p>Participate in the 2017 NSSE survey and every two years following. This score is a composite index of concrete activities related to direct interaction of students and faculty beyond the classroom. It is composed from the results of 4 questions:</p> <ol style="list-style-type: none"> 5. Talked about career plans with a faculty member. 6. Worked with faculty on activities other than coursework (committees, student groups, etc.) 7. Discussed course topics, ideas, or concepts with a faculty member outside of class 8. Discussed your academic performance with a faculty member.

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Theme: Quality Experience – Sexual Violence Awareness and Prevention (Sector-wide #6, Final November 2016)			
<p>Outcome: Nova Scotia’s university campuses are actively working to provide places where students can study and learn in an environment that is free from sexual violence.</p> <p>Description: Acadia University is committed to ensuring that our campus community, especially our student population, has a positive appreciation for, and personal knowledge of, sexual health. Please see relevant information in the Unique Considerations section in the front end piece of the outcome agreement document regarding the depth of commitment and the significant undertakings that Acadia has initiated in this area to address and reduce the harms associated with the serious issue of sexual violence on post-secondary education campuses.</p>			
<p>Indicators of Success</p> <p>We will continue our emphasis in this area and have noted three specific and new initiatives below as further indicators of success.</p>			
<p>Alignment with the Shared Priorities</p>			
<p>MOU 2015-19</p> <ul style="list-style-type: none"> <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input checked="" type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input checked="" type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input checked="" type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment 		<p>MOU 2015-19 (continued)</p> <ul style="list-style-type: none"> <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People <p>Innovation Team</p> <ul style="list-style-type: none"> <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee 	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
<p>Measure 1</p> <p>Acadia will continue to collaborate with the AAU and its Safe Campus Communities Group to create a template for use by all member institutions for the development of individual campus sexual violence policies and common reporting structures.</p>	<p>Baseline:</p> <p>2016-17: Templates will be completed</p> <p>Target:</p> <p>2017-18: Acadia will adapt its sexual violence policies, protocols, and reporting structures to the common template format.</p>		<p>-Acadia has had a sexual assault protocol in place since the late 1990s, and is in the process of developing its own sexual violence policy for completion in fall 2016, in partnership with the Acadia Students’ Union (ASU) for student input.</p>
<p>Measure 2</p> <p>Using a similar methodology as that used to successfully focus on alcohol harms reduction over the past several years, Acadia is establishing a similar systemic effort</p>	<p>Baseline:</p> <p>2016: The Group is in the process of developing strategic plan, which will outline specific</p>		<p>The membership, composed of representatives from faculty, staff, students, and other external organizations, has a mandate to act as the umbrella and lead group to provide a coordinated,</p>

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<p>in the area of student sexual health. In fall 2015, Acadia established a Sexual Health Working Group.</p>	<p>actions from which targets can be set.</p>		<p>cohesive, and systematic approach to achieve progress and sustainability with regard to sexual health and the elimination of sexual violence. As was done with the alcohol harms reduction methodology, the Group will work collaboratively at various levels (campus, local, regional, provincial, national). At the initial campus level, the Group will amass, integrate and leverage existing programs, and develop new programs to encourage positive sexual health and reduce sexual violence on campus. Under the auspices of this group, the Acadia Students' Union (ASU) received an NS Innovation Grant of close to \$26,000 in 2016 to develop awareness and education initiatives with a priority focus on first-year students.</p>
<p>Measure 3 Acadia will institute an annual Student Coercion and Consent Climate survey to measure student awareness, attitudes, and perceptions.</p>	<p>Baseline: 2016: The survey will be instituted in fall 2016.</p>		
	<p>Target: Analysis of the survey results will be used to develop targets.</p>		
<p>Measure 4 Acadia will increase the number of education/training opportunities for students, student staff, and staff in the areas of sexual health and wellness.</p>	<p>Baseline: 2015-16: 8</p>		<p>The training opportunities include such things as Bring in the Bystander workshops, Consent seminars, workshops with Student Peer Support clubs and organizations, etc.</p>
	<p>Target: 2016-17: 12</p>		

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Theme: Rural Community Sustainability (Acadia Specific #1 Final November 2016)			
<p>Outcome: Increase Acadia’s beneficial impact on the economy and the quality of life in Wolfville, the Annapolis Valley, and the Province.</p> <p>Description: Acadia makes a substantial contribution to every aspect of life in the Annapolis Valley and Western Nova Scotia. It is one of the area’s largest employers and direct contributors to the local economy through wages and local purchases. An economic impact study, undertaken in 2013, conservatively quantified the University’s regional economic impact of Acadia University at approximately \$89,000,000. Acadia’s faculty are partners in research projects that are directly beneficial to agriculture, clean water, grape growing and wine-making, food security, and clean energy. Acadia’s campus experts in health care and exercise improve the lives of the people of Nova Scotia and in the case of diabetics, of all Canadians. Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding the significant undertakings, private/public and partnerships, volunteering, business and community organization supports, and expertise developed and provided by Acadia that signals the University’s commitment to deepen and extend our role as a driver for innovation, socio-cultural enrichment, health and wellness, and economic development in the Annapolis Valley and Nova Scotia generally.</p>			
<p>Indicators of Success</p> <p>-A continued increase in interactions with SMEs, technology transfer agreements, and industry engagement in workshops.</p> <p>-Local municipalities will look to Acadia as a partner in the establishment of joint service agreements.</p> <p>-Wolfville and surrounding areas will continue to recognize Acadia as the multi-sport, recreational and fitness hub.</p>			
<p>Alignment with the Shared Priorities</p>			
<p>MOU 2015-19</p> <p><input type="checkbox"/> A predictable, multi-year government funding commitment</p> <p><input type="checkbox"/> Enhanced financial transparency and accountability</p> <p><input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada</p> <p><input checked="" type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress</p> <p><input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities</p> <p><input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees</p> <p><input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities</p> <p><input checked="" type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4)</p> <p><input type="checkbox"/> Collaboration through student engagement with the Province and the Universities</p> <p><input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment</p>		<p>MOU 2015-19 (continued)</p> <p><input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market</p> <p><input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector</p> <p><input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People</p> <p>Innovation Team</p> <p><input checked="" type="checkbox"/> Entrepreneurship Working Committee</p> <p><input checked="" type="checkbox"/> Experiential Learning Working Committee</p> <p><input type="checkbox"/> Student Recruitment and Retention Working Committee</p> <p><input type="checkbox"/> Technology Enabled Learning Working Committee</p> <p><input checked="" type="checkbox"/> R&D and Commercialization Working Committee</p>	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
<p>Measure 1</p> <p>Industry Engagement and Commercialization Activities:</p> <p>Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding the integrated efforts of Acadia’s Office of Industry & Community Engagement (ICE), the Rural Innovation Centre (RIC), and the Acadia Entrepreneurship Centre (AEC which have enabled Acadia to be a leader in driving economic development in Nova Scotia.</p>		<p>Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document Acadia’s doubling of the value of industry research contracts compared to the previous five-year period.</p>	<p>(ALL) Continue to provide sector-based industry engagement events and workshops both on and off-campus.</p> <p>(ALL) Continue to promote research funding programs (e.g. P&I Voucher Program).</p>

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<p>We will continue our efforts to be an innovation leader in the region in the following ways:</p> <p>A) Industry Research Contracts Increase/maintain number of industry research/service contracts that specifically support rural innovation and economic development in our region, particularly in provincial/regional priority areas, such as agri-technology, tidal energy & ICT.</p> <p>B) Government Research Contracts Increase/maintain number of government research contracts, grants and projects that support rural innovation and economic/community development in the Province.</p> <p>C) Strategic Research Initiatives Maintain number of large strategic research initiatives that support rural innovation and economic/community development in our region/province (e.g. Wine Analysis Lab, Rural Innovation Centre, ACOA AIF's & ICF's, research institutes, etc.).</p> <p>D) SME Interventions Continue to increase number of interventions with Nova Scotia SMEs providing R&D and business support services (interactions with both Acadia's ICE Office & AEC).</p> <p>E) Technology Transfer Increase number of technology transfer & commercialization agreements.</p> <p>F) Industry Workshops & Events - Continue to increase number of participants attending industry workshops, events & training sessions (workshops & training sessions hosted by both Acadia's ICE Office & AEC).</p>	<p>Baseline: 2013-14: 24 Target: 2018-19: 25</p> <p>Baseline: 2013-14: 33 Target: 2018-19: 35</p> <p>Baseline: 2013-14: 2 Initiatives Target: 2018-19: 2 Initiatives</p> <p>Baseline: 2013-14: 238 Interventions Target: 2018-19: 350 Interventions</p> <p>Baseline: 2013-14: 4 Agreements Target: 2018-19: 5 Agreements</p> <p>Baseline: 2013-14: 629 Participants Target: 2018-19: 750 Participants</p>		<p>(ALL) Continue to promote research capabilities and success stories to SMEs.</p> <p>(B) Continue to work closely with a variety of economic development partners and government agencies (e.g. RENs, NSBI, NSDA, Innovacorp, ACOA) to better coordinate R&D and business support services & promote our capabilities and strategic strengths.</p> <p>(C) Continue to work closely with industry associations, community partners, government agencies and researchers to determine what initiatives/infrastructure will best support our region.</p> <p>(D) Increase support to start-ups within the region (e.g. Rural Innovation Centre) by coordinating R&D and business support services.</p> <p>(E) Continue to promote innovation funding opportunities (e.g. Springboard IM Funding, Innovacorp ESCF Program) to researchers and industry partners.</p> <p>(E) Continue providing intellectual property workshops both on and off-campus.</p> <p>(ALL) Promote research collaborations with other academic institutions with a particular focus on institutions within our region (e.g. Université Sainte-Anne, NSCC)</p>
<p>Measure 2 Acadia will increase the number of joint service agreements with municipal units and community organizations, which include:</p> <ul style="list-style-type: none"> • MOUs, procurement partnerships, joint use and lease agreements • Current agreements include support for Wolfville Farmers Market, shared tenders for asphalt renewal, leases for parking lots to be used by public and joint use agreements for recreation facilities 	<p>Baseline: 2013-14: 3</p> <p>Target: 2017-18: 5</p>		<p>Implement new Agreement for shared use of Recreation Facilities with Town of Wolfville .</p> <p>Renew lease with Town of Wolfville for Crowell Tower Playing Fields.</p>

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			Explore additional procurement partnership opportunities with Town of Wolfville and other municipal units for common purchases /tenders.
<p>Measure 3 Community Fitness and Recreational Activity Supported by Acadia University: Acadia will maintain its role as the multi-sport recreational and fitness hub for Wolfville and Kings County, in the absence of other capacity in Kings County. Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding Acadia’s facility supports for community-based recreation, its varsity sports events, its youth sport programs, community-focused fitness and recreation programs, and its special programs that provide a particular and unique service to the region and as far away as Halifax.</p>	<p>Baseline: 2015/16: -3 special programs (SMILE, Active Aging, Kinderskills) -5 formal agreements with local youth sport -15 community-focused fitness and recreation programs</p> <p>Target: 2017-18: -3 special programs (SMILE, Active Aging, Kinderskills) -3-5 formal agreements with local youth sport -15 community-focused fitness and recreation programs</p>	<p>Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document rate of growth experienced in recent years which impacts targets.</p>	<p>Maintain engagement with the Jumpstart program, a local collaboration between Acadia, the Annapolis Valley Regional School Board and Canadian Tire.</p> <p>Leverage new donor-funded improvements to the Athletics Complex (arena, gymnasium, fitness centre, high-performance training) to attract new users and high-profile events such as regional and national varsity and youth developmental/adult recreational championships.</p>

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Theme: Quality Experience (Acadia-specific #2, Final November 2016)			
Outcome: Acadia's long-term success will be enhanced through strengthened recognition of its brand nationally and internationally.			
Indicators of Success A strong, focused, and clear university brand provides foundational support across the institution, helping to increase awareness and positive perception which fertilizes the ground for successful interactions and outcomes with multiple audiences. Communicating the brand in a dynamic, differentiated and engaging way will positively affect a broad range of university priorities, which can be measured through the performance results of each, e.g. recruitment, retention, advancement, research, and others.			
Alignment with the Shared Priorities			
MOU 2015-19 <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input checked="" type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of "consultation with students" as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment		MOU 2015-19 (continued) <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia's Aboriginal people that advance the Truth and Reconciliation Commission of Canada's Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People Innovation Team <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input checked="" type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
Measure 1 Increase new, incoming full-time undergraduate (FT, UG) student enrolment:	Baseline: Dec 1, 2015: New, incoming FT UG enrolment: 879 Target: Dec 1, 2016: Increase new, incoming FT UG enrolment by 10% over baseline Dec 1, 2017: Maintain new, incoming FT UG enrolment between -2% and +2% of Dec 1, 2016 enrolment (The data used in this measure is from Acadia's enrolment reporting, as the MPHEC does not	Between 2008-14, we saw an increase of 33% in new, incoming FT UG student enrolment. In 2015, we experienced a decline in that cohort of about 14%, however, in fall 2016, our new, incoming FT UG enrolment increased by 25.4%. December 1 new, incoming FT UG students: 2008: 768 2009: 878	Annual recruitment strategies are developed and executed. Strategies contain data analysis, environmental scans, competitive and SWOT analyses, tactics, communications and promotion plans, and performance measurements. A Brand Council composed of representation from faculty, staff, students and external professionals, will be established to ensure brand integration throughout the University to maximize success by providing clarity, consistency, continuity, credibility, leverage and effectiveness.

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	break out new, incoming FT UG enrolment.)	2010: 913 2011: 1008 2012: 1039 2013: 1009 2014: 1025	
<p>Measure 2 In collaboration with Acadia’s Alumni Association, Acadia will develop and execute an alumni perception survey.</p>	<p>Baseline: The results of the initial survey will provide the benchmark data</p>		<p>In fall 2017 and every three years thereafter, we will develop and execute an alumni survey of perceptions of the Acadia brand and their implications with respect to promotional, recruitment, and fundraising activities.</p>
	<p>Target: September 2017: Baseline data to be collected, from which specific targets can be developed</p>		
<p>Measure 3 A strong brand will complement and reinforce Acadia’s fundraising efforts, as we develop and execute a \$75-million campaign.</p>	<p>Baseline: 2016: Annual fundraising target of \$4.5-\$5 million</p>		
	<p>Target: 2022: Successful completion of a \$75 million campaign</p>		
<p>Measure 4 We will continue to measure student satisfaction through NSSE survey data. We will include a module in the proposed alumni survey (noted in Measure 2) for graduates at the 1, 3, and 5-year marks to capture satisfaction, employment, and engagement information to inform strategic planning.</p>	<p>Baseline: 2017 Retention: Data will be gathered and analyzed to determine baseline -2013 NSSE: The same baseline metrics will be used as are outlined in the Student Satisfaction outcome agreement -Establish baseline data for alumni satisfaction</p>		<p>Acadia will conduct an in-depth analysis of retention measurement data to establish baseline and targets. In fall 2016, we will establish a task force team to undertake the initial analysis.</p>
	<p>Target: 2017 Retention: Targets will be determined upon establishment of baseline</p>		
<p>Measure 5 Maple League Brand Development: Lead the development of a brand category for the four partner universities (Acadia, St. Francis Xavier, Mount Allison, Bishop’s).</p>	<p>Baseline: 2016: Brand development</p>		<p>Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding Acadia’s collaboration with three sister universities (St. FX, Mount Allison, Bishop’s) to establish a brand category in Canada for the unique style of student experience and education offered at these universities.</p>
	<p>Target: Since this is a new program, specific business and enrolment objectives will be set in 2016-2017, and will be fully dependent upon ongoing funding</p>		

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			<p>Fall 2016:</p> <ul style="list-style-type: none">-Launch brand at a joint event in Toronto-Undertake three joint recruitment initiatives.-Develop promotional materials – website, video, brochure.-Carry Maple League brand in each university viewbook (the main recruitment brochure).
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Theme: Quality Experience – Mental Health/Wellness and Alcohol Harms Reduction (Acadia-specific #3, Final November 2016)			
<p>Outcome: Acadia will foster an environment that promotes mental health and well-being and continue to reduce alcohol harms.</p> <p>Description: Please see relevant information on this measure in the Unique Considerations section in the front end piece of the outcome agreement document regarding Acadia’s significant emphasis on the reduction of alcohol harms at the campus, local, regional, and national levels.</p>			
Indicators of Success			
Acadia will continue to utilize a monthly survey to measure alcohol harms reduction efforts, and will encourage Canadian PSE institutions to participate in a newly-formed national collaborative whose mandate is to address high-risk drinking and reduce alcohol harms at Canadian universities and colleges.			
Alignment with the Shared Priorities			
<p>MOU 2015-19</p> <ul style="list-style-type: none"> <input type="checkbox"/> A predictable, multi-year government funding commitment <input type="checkbox"/> Enhanced financial transparency and accountability <input type="checkbox"/> Executive compensation at Nova Scotia universities that is fair and competitive with similar institutions in Canada <input checked="" type="checkbox"/> Improved educational quality through collaboration, outcome agreements, and the utilization of key performance indicators appropriate to higher education to measure progress <input type="checkbox"/> Tuition policies which maintain accessibility for Nova Scotia students who are enrolled in programs at Nova Scotia universities <input type="checkbox"/> A review of the consultation process with students on auxiliary and ancillary fees, and developing a mutually agreed upon definition of “consultation with students” as it relates to any changes in these fees <input type="checkbox"/> Improved accessibility particularly for under-represented Nova Scotia students studying in Nova Scotia universities with measurable benchmarks for success, developed in collaboration with these communities <input type="checkbox"/> Collaborative and innovative initiatives that align with the social and economic development goals of the Province as outlined in Clause 1 (4) <input checked="" type="checkbox"/> Collaboration through student engagement with the Province and the Universities <input checked="" type="checkbox"/> Improved supports for student success, through collaboration and other initiatives that specifically identify ways to improve mental health services, services for students with disabilities, and develop sexual violence policies which encompass sexual assault and sexual harassment 		<p>MOU 2015-19 (continued)</p> <ul style="list-style-type: none"> <input type="checkbox"/> A better understanding of the pathways students follow as they move through Nova Scotia universities and colleges and into the labour market <input type="checkbox"/> Sector-wide sustainability including continued collaboration among universities to reduce operating costs and maintain quality, with an overall goal to achieve a more cohesive sector <input type="checkbox"/> Programs developed in partnership with Nova Scotia’s Aboriginal people that advance the Truth and Reconciliation Commission of Canada’s Calls to Action. The Partnership will particularly focus on programs that support greater awareness of Treaty Education in Nova Scotia in recognition that We Are All Treaty People <p>Innovation Team</p> <ul style="list-style-type: none"> <input type="checkbox"/> Entrepreneurship Working Committee <input type="checkbox"/> Experiential Learning Working Committee <input type="checkbox"/> Student Recruitment and Retention Working Committee <input type="checkbox"/> Technology Enabled Learning Working Committee <input type="checkbox"/> R&D and Commercialization Working Committee 	
Performance Measure(s)	Baseline Data and Target	Trend Data	Actions
<p>Measure 1</p> <p>Through the Canadian Post-Secondary Education Partnership on Alcohol Harms (PEP-AH), Acadia will increase the number of partners, including other Canadian PSE institutions and subject matter experts, sharing information on high-risk drinking and alcohol harm reduction efforts in Canada. Acadia will further work with partners to develop action plans addressing these priorities.</p>	<p>Baseline: 2015-16:</p> <p>The national partnership organization was officially formed; a partnership charter and a governance structure were developed with 10 university charter members</p> <p>Target: 2017-18:</p> <ul style="list-style-type: none"> -Increase # of PSE institution charter members by 10 -Develop and implement a logic-model framework across Canada at member institutions, and a national alcohol use student 		<p>Through its work between 2013-2016, Acadia led the establishment of the Canadian Post-Secondary Education Partnership on Alcohol Harms (PEP-AH). The Partnership, meant to address high-risk drinking and reducing harms by alcohol at Canadian colleges and universities, is currently composed of 10 university charter members, as well as subject matter representing AUCC, CACUSS, CCSA, NASAC, the Alcohol and Gaming Commission of Ontario (AGCO), and the NS Chief Medical Officer.</p> <ul style="list-style-type: none"> -Continue membership and involvement with the PEP-AH, and its governance committee. -Officially represent PEP-AH on the National Alcohol Strategy Advisory Committee (NASAC)

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	survey the results of which will be used to set specific targets		-Promote membership and participation in PEP-AH to all NS PSE institutions. -Encourage and contribute to a national alcohol use survey strategy for PSE students.
<p>Measure 2 Since 2011, Acadia has conducted a monthly student survey during each academic year to measure alcohol harm reduction efforts. We will continue to conduct the survey and use its results to achieve alcohol harms reduction.</p>	<p>Baseline: 2011-16 aggregate: -59% of respondents who consume alcohol used 4 or more protective behavioural strategies, e.g. going out with a friend, spacing alcohol with water, etc. -50% of respondents indicated that they did not need to assist or seek help for others who were drinking -Non-academic judicial charges for overindulgence/intoxication occur at a rate of 1.7 per 1000.</p>	<p>Between 2011-2016, non-academic judicial charges for overindulgence/intoxication were reduced by 54%.</p>	<p>-Acadia will also continue to support efforts for NS PSE institutions to partner with student leaders and the NS Liquor Corporation to implement, promote, and assess the social responsibility program, Keep It Social.</p>
	<p>Target: 2017-18: Achieve percentage ranges of 56-62%, 47-53%, and 1.4-2.0 charges per 1000 respectively compared to baseline</p>		
<p>Measure 3 Acadia will work through the Atlantic Association of Universities (AAU) to collaborate with other Atlantic PSE institutions to develop and implement the AAU Student Mental Health Action Plan. The Plan will identify strategic actions associated with the implementation of such things as the delivery of counselling services, and the Transitions and the Stay Connected projects.</p>	<p>Baseline: 2016-17: Action Plan under development, from baseline will be set</p>		<p>Acadia co-chairs the AAU Student Mental Health Working Group.</p>
	<p>Target: Will be set upon establishment of baseline</p>		