

Place and Promise: *The UBC Plan*

IT'S EASY
ENOUGH TO
MAKE A
PROMISE...



BUT IT TAKES
COMMITMENT
TO SEE IT
THROUGH.



UBC HAS MADE
NINE COMMITMENTS,
WITH GOALS AND
ACTIONS DESIGNED
TO REALIZE ITS VISION
FOR THE FUTURE.





LET'S IMAGINE IT'S 2020...

UBC is known by name around the world. Leading edge teaching and learning practices prevail across the University, creating an exceptional learning environment to which students, staff, faculty, and alumni are drawn from all over the globe. A diverse University community embraces the full spectrum of Canadian society, and Aboriginal perceptions and experiences are reflected in the curriculum and on its campuses. UBC research is seen by British Columbians as vital to their social and economic well-being, and citizens look to the University as a place for dialogue on the issues of the day. UBC is known by its contributions: to the people of British Columbia, Canada and the world.



STRATEGY IS KNOWING HOW TO GET THERE FROM HERE.

Place and Promise:
The UBC Plan is a work of imagination and commitment on the part of thousands of people involved in an 18-month consultation process.

Along with the elements set out here, it will include separate plans for each commitment, along with individual plans for every academic and administrative unit on our campuses. Strong and flexible, the plan is designed to evolve as the University does. Progress and adjustments will be reported on the website. It is a living document and something we live: linked directly to the University's budget, its priorities will drive our academic and financial decisions.

The pages you hold in your hands are your invitation to take part in the process. Go to strategicplan.ubc.ca and mark the place.



Stephen J. Toope
President and Vice-Chancellor

Vision

As one of the world's leading universities, The University of British Columbia creates an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world.

Values

ACADEMIC FREEDOM

The University is independent and cherishes and defends free inquiry and scholarly responsibility.

ADVANCING AND SHARING KNOWLEDGE

The University supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

EXCELLENCE

The University, through its students, faculty, staff, and alumni, strives for excellence and educates students to the highest standards.

INTEGRITY

The University acts with integrity, fulfilling promises and ensuring open, respectful relationships.

MUTUAL RESPECT AND EQUITY

The University values and respects all members of its communities, each of whom individually and collaboratively makes a contribution to create, strengthen and enrich our learning environment.

PUBLIC INTEREST

The University embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good.



CREATING AN EXCEPTIONAL LEARNING ENVIRONMENT...

...towards global citizenship and a civil and sustainable society.

On the following pages, UBC's commitments are articulated alongside goals and actions that will allow us to see them through. To explore the next layers of the plan and stay connected to its evolution, go to strategicplan.ubc.ca.

STUDENT LEARNING

The University provides the opportunity for transformative student learning through outstanding teaching and research, enriched educational experiences and rewarding campus life.

RESEARCH EXCELLENCE

The University creates and advances knowledge and understanding, and improves the quality of life through the discovery, dissemination and application of research within and across disciplines.

COMMUNITY ENGAGEMENT

The University serves and engages society to enhance economic, social and cultural well-being.

ABORIGINAL ENGAGEMENT

The University engages Aboriginal people in mutually supportive and productive relationships, and works to integrate understandings of Indigenous cultures and histories into its curriculum and operations.

ALUMNI ENGAGEMENT

The University engages its alumni fully in the life of the institution as valued supporters, advocates and lifelong learners who contribute to and benefit from connections to each other and to the University.

INTERCULTURAL UNDERSTANDING

The University engages in reflection and action to build intercultural aptitudes, create a strong sense of inclusion and enrich our intellectual and social life.

INTERNATIONAL ENGAGEMENT

The University creates rich opportunities for international engagement for students, faculty, staff, and alumni, and collaborates and communicates globally.

OUTSTANDING WORK ENVIRONMENT

The University provides a fulfilling environment in which to work, learn and live, reflecting our values and encouraging the open exchange of ideas and opinions.

SUSTAINABILITY

The University explores and exemplifies all aspects of economic, environmental and social sustainability.

Student Learning



The University provides the opportunity for transformative student learning through outstanding teaching and research, enriched educational experiences and rewarding campus life.

Learn as if you were to live forever. - Mahatma Gandhi

The heart of The University of British Columbia lies in its people—students, staff, faculty, alumni, and community—and our exceptional learning environment is the outcome of our relationships with one another.

Learning takes place within the social and emotional context of each student's life. Applying new research on education, UBC revolutionizes teaching practices in the classroom and expands learning opportunities outside of it: through community service learning, research and co-op experiences, internships and mentorships, international opportunities, and participation in a rewarding campus life.

Through rigorous study within and across disciplines, students acquire the knowledge, inquiry and communication skills, professional abilities, and understanding of other cultures that enhance their personal development and enable them to contribute and lead in a global society.

Transformative learning inspires students to flourish in their studies and stay connected with UBC as alumni. Together, faculty, staff and students share the responsibility for bringing learning to life.

Goal

Action

1 **Enhance the quality and impact of teaching for all students.**

Review and revise curricula and pedagogy to ensure that they are informed by leading edge research and research on how people learn.

Simplify and streamline program requirements and course prerequisites whenever possible to enhance flexibility and self-directed learning.

Ensure that periodic academic reviews include an assessment of educational outcomes for all programs.

Further align the University rewards and recognition systems with student learning goals.

2 **Expand educational enrichment opportunities, including research, a first year small class experience, international learning, community service learning, and co-op/practicum/internship opportunities.**

Provide undergraduate students with at least two enriched educational opportunities during their course of studies.

3 **Support student well-being, personal development and positive affiliation with UBC through outstanding campus life programs and service excellence.**

Continue the rapid expansion of student housing, informal learning space and on-campus work opportunities.

Implement a coordinated strategy for communication with students.

Ensure regular assessment of the overall student experience, including alumni feedback.

Support student led initiatives to create a campus culture of involvement.

Research Excellence



The University creates and advances knowledge and understanding, and improves the quality of life through the discovery, dissemination and application of research within and across disciplines.

Research is to see what everybody else has seen and to think what nobody else has thought. - Albert Szent-Györgyi

UBC is responsible for a quarter of all research conducted in British Columbia. Our strengths—including our interdisciplinary approach, commercialization record and distributed medical program—point the way forward. Our challenge lies in asking ourselves again: How may we best think what nobody else has thought?

Emerging areas of research excellence at UBC reflect some of the world's most insistent themes in science, technology, social sciences, and the humanities. Finding answers to questions in these and all fields lies in improving the conditions for discovery: Increased knowledge exchange. Partnerships both local and global. A resilient infrastructure grounded in freedom and responsibility.

UBC's research excellence is a key economic driver, a draw for the world's greatest minds and an impetus for societal transformation—all that the University's founders foresaw. We must now think what even they did not, and become more.

Goal

Action

- 1 **Increase the quality and impact of UBC's research and scholarship.**

Focus efforts on areas of excellence.

Increase UBC research and graduate support funding in both absolute and relative terms, including support from non-traditional sources.

Improve infrastructure to support leading edge research.

Expand recruitment of top ranked graduate students and postdoctoral fellows.

- 2 **Be a world leader in knowledge exchange and mobilization.**

Increase emphasis on engaging external communities in research at UBC.

Expand the multiplicity of knowledge exchange channels, such as global access licensing.

Develop a campus strategy for making UBC research accessible in digital repositories, especially open access repositories.

Community Engagement



The University serves and engages society to enhance economic, social and cultural well-being.

What can we create together? - Peter Block

UBC exists for the communities it serves: local, provincial, national, and global. An integral part of those communities, the University enters into relationships where decisions about means and ends are made collaboratively, costs and benefits are shared and learning is reciprocal.

Beginning with interest and outreach and moving through engagement and empowerment, UBC recognizes degrees of commitment and nurtures relationships along the full spectrum. In its highest form, community engagement casts the community partner in the leading role with the University acting in support.

With multiple sites and a global reach, UBC dedicates its resources to dialogue and action on issues of public priority. As international acclaim for its service orientation grows, the University expands the notion of service beyond traditional forms and increases opportunities for participation.

Community engagement brings the full force of our combined experiences, expertise and knowledge to bear on the salient questions of our time. Is there anything that, together, we *cannot* create?

Goal

Action

1 **Dedicate University resources to public understanding of societal issues and stimulate action for positive change.**

Facilitate deliberative public dialogue on issues of public concern and actively invite community participation.

Facilitate engagement of faculty and students in public policy development.

2 **Be a leader in fostering student, faculty, staff, and alumni engagement within the wider community.**

Increase student, faculty and staff participation in community service learning, community based research and service to the community.

Better define and assess “service” for purposes of tenure and promotion.

Increase community use of learning, cultural and outdoor venues on UBC’s campuses and sites.

Aboriginal Engagement



The University engages Aboriginal people in mutually supportive and productive relationships, and works to integrate understandings of Indigenous cultures and histories into its curriculum and operations.

We are connected to this place We are the land, and the land is us.
- Musqueam: A Living Culture

The promise of this place is made to us all. In respect of the Musqueam and Okanagan lands on which the University sits, and with all voices raised to tell a new story, UBC advances educational opportunities with and for Aboriginal people on its campuses and in the wider community.

In response to the expressed needs and aspirations of Aboriginal peoples, UBC engages in research and generates curricula across the University that respect, reflect and include Aboriginal cultures, histories and systems of knowledge. In both academics and operations, the University addresses issues of ignorance and misunderstanding resulting from the educational failures of the past.

The University strives to ensure that Aboriginal students, staff and faculty find their perceptions and experiences echoed in the classroom, on campus and among their peers. Out of an environment of opportunity and support emerge new Aboriginal role models who light the way for future generations of scholars and citizens.

The promise of this place is true in any language: ʔeʔ kʷəθ ʔi xʷəʔinamət ! Kʷu limpt p cyaʔp ala? Welcome.

Goal

Action

- 1 **Expand educational opportunities for Aboriginal people and widen opportunities for all students to learn about Aboriginal issues and perspectives.**

Strengthen programs of academic and social support for Aboriginal students.

Expand curriculum offerings focusing on Aboriginal issues and perspectives.

Increase hiring of highly qualified Aboriginal faculty and staff.

Create and support programs that help prepare Aboriginal students for post-secondary education.

- 2 **Increase engagement with Aboriginal communities in mutually supportive and productive relationships.**

Increase service learning opportunities with Aboriginal organizations and schools with significant Aboriginal populations.

Strengthen and expand research grounded in significant community collaboration and consultation.

Create venues for dialogue with Aboriginal communities and the broader public on significant issues.

Alumni Engagement



The University engages its alumni fully in the life of the institution as valued supporters, advocates and lifelong learners who contribute to and benefit from connections to each other and to the University.

Education is the soul of a society as it passes from one generation to another.
- G. K. Chesterton

They are volunteers and partners. Ambassadors, advocates and donors. Mentors to current students and lifelong learners. They live in Vancouver and Kelowna, across Canada and all around the globe, and they work in every field imaginable. More than a quarter million in number, they embody the values, the knowledge and the passion of the University, and its commitment to serve the world. They are UBC alumni, and they seek an even closer relationship with their *alma mater*. UBC is honoured to oblige.

The University increases its capacity to involve alumni in meaningful ways. Through partnerships with faculties, student groups and service providers, and with the support of individuals and communities worldwide, UBC develops programs for graduates of every era. UBC builds connections between alumni and current students to foster a sense of community and continuity between generations.

UBC is committed to a relationship of mutual contribution and benefit, confident that its effect will extend beyond any of our lifetimes.

Goal

Action

- 1 **Enrich the lives of graduates through a deeper connection to UBC, and help the University achieve its vision.**

Create opportunities for alumni to connect intellectually with the University.

Develop volunteer opportunities that are valuable for alumni and the University.

Partner with students and graduates to build highly engaged alumni communities.

- 2 **Increase alumni commitment to UBC through an expansion of opportunities for lifelong engagement.**

Expand University-wide efforts to engage alumni.

Build positive regard for UBC through inspiring events, effective communications and outstanding services.

Build a new Alumni Centre that will serve as a dynamic welcome centre on the Point Grey campus, bringing together all members of the campus community.

Intercultural Understanding



The University engages in reflection and action to build intercultural aptitudes, create a strong sense of inclusion and enrich our intellectual and social life.

Stop. There beside you is another person. Meet [them]. This sort of encounter is the greatest event, the most vital experience of all. - Ryszard Kapuściński

We are one humanity and each deeply different. We may find no better place in which to embrace this paradox than the university. Differences in values, circumstance and intellectual viewpoint have incited humankind's worst conflicts. Considered with respect, they afford great learning. Wholly embraced, they promise to be our greatest strength.

UBC welcomes responsibility for promoting intercultural understanding on its campuses. Working to build community in diversity, the University strives to increase access for all and particularly for historically disadvantaged groups.

UBC is a safe place for significant conversations across profound cultural difference. Positioned to engage a full range of local, national and international experiences and perspectives, UBC collaborates to reduce conflict and generate sustainable solutions to the complex questions of our time.

Our task is to re-imagine what UBC is and who it serves, and to recognize that the University's foundation is strengthened as the walls between us come down.

Goal

Action

1 **Increase awareness and experience of the benefits of intercultural learning.**

Expand learning opportunities encouraging cultural diversity, dialogue and debate.

Promote effective intercultural professional development for faculty and staff.

2 **Remove barriers to greater cultural and intellectual diversity within the University, including those faced by historically disadvantaged groups.**

Improve processes and supports to achieve an excellent and diverse student, staff and faculty body.

Enhance accessibility of the physical environment at UBC for people with disabilities.

International Engagement



The University creates rich opportunities for international engagement for students, faculty, staff, and alumni, and collaborates and communicates globally.

No journey carries one far unless, as it extends into the world around us, it goes an equal distance into the world within. - Lillian Smith

Great universities are bridges between communities and continents. Hubs of intellectual and cultural interchange, they embody the values of respect and service while expanding opportunities for individuals to carry these values into the world.

UBC recognizes the inherent power of international learning to reveal new worlds, open spirits and change lives. The University builds on successes in international teaching, learning, research, and service to increase engagement at every level. International initiatives include research and institutional partnerships, community and overseas service and international development ventures, all in regions strategically chosen to cultivate our strengths.

The critical challenges of our day transcend borders. Our ability to address them depends on transcending borders, too: those dividing disciplines *and* nations. UBC assumes its responsibilities at the centre of dialogue and activity, leading an ethical approach and working with sister institutions to strengthen Canada's role on the world stage.

Goal

Action

- 1 **Increase the capacity of UBC students, faculty, staff, and alumni to engage internationally.**

Increase student participation in learning and service abroad.

Increase the international dimension of UBC's educational opportunities.

Increase support for international collaborations by faculty, staff and alumni.

Expand recruitment of outstanding students and faculty from around the world.

- 2 **Strengthen UBC's presence as a globally influential university.**

Increase the number of substantial strategic partnerships in regions of priority to UBC.

Enhance UBC's scholarly communications on global issues, including on the web.

Strengthen UBC's role in international development.

Outstanding Work Environment



The University provides a fulfilling environment in which to work, learn and live, reflecting our values and encouraging the open exchange of ideas and opinions.

Your work is to discover your world and then with all your heart give yourself to it.
- Gautama Buddha

UBC's workforce is 19,000 strong. That's 19,000 unique worlds: individuals with their own families and friends, volunteer commitments and myriad personal passions. Where they meet is at work, and together they have created not only a world-leading academic institution but also one of Canada's best places to work.

Recognizing that an organization is its people, UBC strives first to retain the faculty and staff who have shaped its present success and then to attract those who can best help it uphold the commitments made in this plan.

UBC sustains an inclusive atmosphere of collegiality and respect by increasing its investment in the coordinated orientation of new recruits, development and recognition programs, health and well-being initiatives, and leader training and support.

Spectacular natural surroundings and visionary campus plans help make UBC an outstanding place to work, learn and live. But at the heart of UBC's world are its people.

Goal

Action

- 1 **Be the place of choice for outstanding faculty and staff.**

Ensure processes and supports are in place to recruit first choice applicants.

Provide faculty and staff with the means and professional development opportunities to fulfil UBC's vision, values and commitments.

Establish a faculty/staff relocation office.

- 2 **Be a healthy, inspiring workplace that cultivates well-being, resilience and commitment, and be responsive to the family needs of faculty and staff.**

Develop an integrated strategy to create a respectful, inclusive and collegial work environment.

Increase support for healthy workplace initiatives.

Provide a variety of affordable on-campus housing and childcare options.

Ensure that academic and administrative heads and directors have the training, time and support they require to be effective.

Sustainability



The University explores and exemplifies all aspects of economic, environmental and social sustainability.

We don't inherit the earth from our ancestors, we borrow it from our children.
- David Brower

UBC recognizes that to meet society's needs without compromising those of future generations requires the best efforts of the brightest minds in every field—economic, environmental and social.

Already a global sustainability leader, the University builds its international reputation by taking the lead at home: in Vancouver and the Okanagan, UBC links academic, research and operational sustainability to become a living laboratory.

Prudent with financial resources and mindful of its mandate to society, UBC supports those initiatives that will ensure the long-term resilience of the University and its ability to serve for generations to come.

The University creates cost-neutral ways to include sustainability teaching and learning in and across all disciplines, and encourages students, staff and faculty to carry daily sustainability practices out beyond the gates.

In class, in campus plans, in community development, and in partnerships both local and global, UBC exemplifies the hope that we can leave behind us a world worthy of our children.

Goal

Action

1 **Ensure UBC's economic sustainability by aligning resources with the University vision and strategic plan and deploying them in a sustainable and effective manner.**

Implement a budgeting framework that allocates resources based on strategic goals, including enrolment, with accounting simplification to improve financial control.

Deliver a balanced budget annually, through active revenue management and a constant search for effectiveness and efficiencies.

Provide a solid financial foundation for long-term success through land revenues, asset management and the launching of a significant fundraising campaign.

2 **Make UBC a living laboratory in environmental sustainability by combining its sustainability leadership in teaching, research and operations.**

Establish a widely shared baseline of the UBC carbon footprint, moving towards carbon neutrality in our operations.

Integrate the University's physical operations with its research and teaching mandate as a living laboratory.

3 **Foster social sustainability through teaching, research and community engagement that promote vibrant human interaction and community cohesion.**

Work with the AMS to build a new student union building that will serve as a dynamic centre for student life.

Work with community based organizations to create a deeper understanding of how social sustainability can be achieved locally and globally.

4 **Create a vibrant and sustainable community supported by exemplary governance.**

Strengthen community governance to further take up UBC's lead in sustainability initiatives.

Develop and implement campus and community plans that promote pedestrian friendly campuses with an integrated transportation infrastructure and a lively public realm.

Sustainability Notes

UBC ensures the minimum environmental impact when producing printed materials. By using 100% post consumer recycled fiber instead of virgin paper, the following environmental savings were realized in the production of this document.

Instead of recycling, please pass this document along when you're finished with it and visit strategicplan.ubc.ca for updates.

TREES SAVED FOR THE FUTURE

23

WATERBOURNE WASTE NOT CREATED

29.9 kilograms

WASTEWATER FLOW SAVED

36,657.9 litres

SOLID WASTE NOT GENERATED

485.8 kilograms

NET GREENHOUSE GASES PREVENTED

957 kilograms

ENERGY NOT CONSUMED

16,148,211 BTUs



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CONTRIBUTING PHOTOGRAPHERS

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Place

UBC is blessed to be a young university on the west coast of Canada. Surrounded by mountains and ocean in Vancouver, and lakes and vineyards in the Okanagan, the University is informed by the physical majesty of this place. It is easier here to feel a profound connection to the land. It is also understandable to feel a particular responsibility to protect this place, and this planet.

Open vistas and boundless skies evoke a frontier spirit, metaphors for the opportunities UBC presents to learn, to explore, to question, to grow. The University explodes its limits whenever students, staff, faculty, and alumni set their collective gaze on a common horizon, and we are doing that now.

Vancouver and the Okanagan each will play a defining role in how the University evolves from this moment forward. The intimate learning environment and complementary research strengths of UBCO balance the longstanding partnerships and international reach of UBCV to create a University that is greater than the sum of its parts. Each campus is its own place and each is richer for the other's presence.

The University of British Columbia is poised at the edge of a continent looking outward, prepared to take its place as a bridge between worlds.

Promise

UBC makes specific promises here: not mere declarations of aspiration, but concrete commitments to act. The chosen strategies build on our strengths while turning our collective attention to those areas where UBC most needs to change.

A sustainable operating budget coupled with a transparent reporting process will ensure that UBC is accountable to all who have an investment here, within the gates and beyond.

It is by honouring these commitments that UBC will fulfill its own promise. Our destination is described in this plan, and it is not so far away.

We can get there from here.

