

Strategic Plan Implementation Advisory Committee

Tuesday, 3 December 2019

Agenda

1. Welcome and introductions
2. Review activities to date to advance strategic plan priorities
3. Discuss direction of activities for next year and dissemination of activities to the community
4. SPIAC one year in and moving forward

Review activities to date to advance strategic plan priorities

- 18/19 projects highlighted during the meeting – the Indigenous Research Support Initiative, UBC's Blue and Gold campaign, creation of the Rapid Transit Project Office, inclusive excellence, e.g. Inclusion Action Plan, and collaborative clusters.
- 19/20 projects highlighted during the meeting – the Indigenous student collegium, the development of the new Indigenous Strategic Action Plan, Faculty of Forestry's Traditional Land Management proposal, updates to the Graduate Life Centre, the Public Humanities Hub, and the creation of the Interdisciplinary Education Taskforce.
 - o Please see the attached presentation for more information about 18/19 and 19/20 initiatives underway.

Activities moving forward

- 20/21 initiatives highlighted during the meeting – extension of the Blue and Gold campaign, academic renewal program, Faculty of Law's proposed debt relief program, research clusters growth, Canada's digital technology supercluster and UBC's involvement, UBCO's TRC ceremony and commitments, and UBCO indigenous programming/research in general.
 - o Please see the attached presentation for more information about 19/20 and 20/21 activities.
- Calls for proposals viewed as a helpful way to pilot new ideas but several committee members noted that there doesn't appear to be targets listed online and inquired about targets. Some members wanted to understand if and when we have successfully 'achieved' a strategy.
 - o Noted that the Board of Governors discussed metrics and targets in 2018 but were unable to come to consensus.
 - o Further discussions on metrics have highlighted the need for both quantitative and qualitative metrics.
 - o Existing metrics are available online and these are reviewed annually.
 - o As existing pilots wrap up, there is current university process in place to review and provide budget for ongoing and/or scaling of projects. Information on these projects and which strategies these projects align with can be presented to the committee at later meetings.
- One committee member requested an annual timeline of calls for proposals to allow community members and Faculties sufficient time to plan in advance.
- One committee member suggested the possible opportunity to develop a call for proposals for 'micro-proposals' as a way to increase engagement with community – e.g. have a pool of money for interesting ideas around one of the key elements of the plan where people could come forward in a

relatively quick way to get special funding for those initiatives (vetted by a small committee) – could be as little as \$2,000.

- Recommendation to leverage more Town hall style opportunities for the President to highlight strategic plan achievements to the community (both internal and external).
- Strategic plan team to explore with Alumni team possibility of highlighting strategic plan in upcoming TREK publication.

SPIAC – one year in and moving forward

- Request for update on progress of projects to date – highlights, successes, what got people excited – and information on whether any projects have received ongoing funding through the budget process at one of the future meetings.
- Suggestion to create a list of risks/areas of struggle identified by current pilots to SPIAC for input.
- Discussion regarding staggering membership terms to ensure some consistency in committee membership. Noted that 2 years is not a long period of time for an advisory board that meets bi-annually.

Attendees

- | | |
|-----------------------------|-----------------------|
| • Robin Ciceri (co-chair) | • Mark Maclean |
| • Robert Helsley (co-chair) | • Andrew Szeri |
| • Chris Hakim | • Ananya Mukherjee |
| • Elizabeth Saewyc | • Gail Murphy |
| • Nancy Mackenzie | • Ainsley Carry |
| • Ramon Lawrence | • Peter Smailes |
| • Janie McCallum | • Marcia Buchholz |
| • Clara Ng | • David Shorthouse |
| • Gino DiLabio | • Lucy Li |
| • Nicolas Romualdi | • Alison Stuart-Crump |
| • Patricia Mohr | |

Regrets

- Michael Griffin
- Celeste Haldane
- Claudia Krebs
- Karen Ranaletta
- Romil Jain



STRATEGIC PLAN IMPLEMENTATION ADVISORY COMMITTEE MEETING

Tuesday, December 3rd, 2019

Strategic
Plan
In Action



AGENDA

Agenda Item

Estimated Time

Welcome and introduction

5 min

Review of activities to date to advance strategic plan priorities

25 min

Direction of activities for FY 2020/21 and dissemination of activities to the community

25 min

Discussion: SPIAC one year in and moving forward

35 min

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WELCOME AND INTRODUCTIONS

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BRINGING THE STRATEGIC PLAN TO LIFE

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BRINGING THE STRATEGIC PLAN TO LIFE

UBC is advancing the strategic plan in a number of ways:

Developing and implementing new Faculty strategic plans

Developing and implementing new portfolio strategic plans and frameworks

Realigning the budget process, including assessment, prioritization and allocation of funding

Launching strategic calls for proposals to engage with the community

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STRATEGIC PLAN IN ACTION

A number of strategic plans were recently completed

- ✓ Faculty of Arts
- ✓ Faculty of Education
- ✓ Faculty of Forestry
- ✓ Faculty of Graduate and Postdoctoral Studies
- ✓ Faculty of Health and Social Development
- ✓ Focus on People Framework
- ✓ Library Strategic Framework
- ✓ Wellbeing Strategic Framework
- ✓ UBC Okanagan 2040



Our ambitious outlook...

- It founded on UBC's new strategic plan, Shaping UBC's Next Century
- Projects a 20-year vision based on UBC Okanagan's current Campus Master Plan and the Agrius planning
- Identifies steps needed to meet the university toward even greater impact and service to the greater community
- Is informed by local, provincial and global contexts including estimates of future population, educational, technological and social change, and considers possible future environment scenarios and academic program

2040 HIGHLIGHTS

- 18,000 STUDENTS ENROLLED**
- \$4.8B ANNUAL ECONOMIC IMPACT**
- 1M SQUARE METERS OF SPACE**
- \$100M ANNUAL RESEARCH FUNDING**

In 2040 the Okanagan campus...

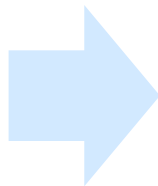
Is recognized for its historic partnership with the Okanagan Nation and is a leader in Canada in the proportion of indigenous faculty and students

Has annual research funding of \$100 million in 2040, with projects reflecting commitment to fundamental research partnerships that translate research in

STRATEGIC PLAN IN ACTION

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- ✓ Faculty of Graduate and Postdoctoral Studies
- ✓ Faculty of Health and Social Development
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- ✓ Library Strategic Framework
- ✓ Wellbeing Strategic Framework
- ✓ UBC Okanagan 2040



A number of strategic plans are currently in development

- ☐ Faculty of Applied Science
- ☐ Faculty of Dentistry
- ☐ Faculty of Science
- ☐ Faculty of Creative and Critical Studies
- ☐ Indigenous Strategic Action Plan
- ☐ Inclusion Action Plan
- ☐ International Strategic Plan
- ☐ VP Student Strategic Plan

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UBCV FY 19/20 BUDGET OVERVIEW

People & Places	Total Number of Asks 76	Total Number of Asks 41	Research Excellence
	Total Recommended Value \$36.2m	Total Recommended Value \$39.2m	
	Examples <ul style="list-style-type: none">• Rapid Transit Office• Domestic student financial aid• Equity and SVPRO Office personnel	Examples <ul style="list-style-type: none">• Shared Research Platforms• Digital Learning Factory• Innovation Precinct	
Transformative Learning	Total Number of Asks 41	Total Number of Asks 48	Local & Global
	Total Recommended Value \$16.6m	Total Recommended Value \$16.7m	
	Examples <ul style="list-style-type: none">• Expansion of Collegia• Advising and admissions support• Counselling resources	Examples <ul style="list-style-type: none">• Indigenous counselling services and student recruitment• Congress of Humanities & Social Services• UBC Connects series	
Sustainment / Compliance / Operations / Risk Mitigation			
	Total Number of Asks 25		
	Total Recommended Value \$16.2m		

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RECENT CALLS FOR PROPOSALS

Well-being Scholars
Project (Strategy 3:
Thriving Communities)

Equity Enhancement
Fund (Strategy 4:
Inclusive Excellence)

Equity and Inclusion
Scholars Program
(Strategy 4: Inclusive
Excellence)

Grants for Catalyzing
Research Clusters
(Strategy 6:
Collaborative Clusters)

Research Facility
Support Grants
(Strategy 7: Research
Support)

Program for
Undergraduate
Research Experience
(Strategy 8: Student
Research)

Large TLEF
Transformation
Projects (Core Area 3 –
Transformative
Learning)

Small TLEF Innovation
Projects (Core Area 3 –
Transformative
Learning)

Online Learning
Advancement Fund
(Strategy 11: Education
Renewal)

Aspire-2040 Learning
Transformations
(Strategy 12: Program
Redesign)

Undergraduate
Program Evaluation
and Renewal (Strategy
12: Program Redesign)

Interdisciplinary Team-
Teaching Grant
(Strategy 14:
Interdisciplinary
Education)

Community-University
Engagement Support
Fund (Strategy 20: Co-
ordinated Engagement)

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REVIEW ACTIVITIES TO DATE TO ADVANCE STRATEGIC PLAN PRIORITIES

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LOOKING BACK – FY 18/19 PRIORITIES



Areas identified during the development and launch of the Strategic Plan that have significant transformational potential

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PRIORITIES IN PROGRESS – FY 19/20 AND 20/21



Based on SPIAC input in October 2018, six key strategies emerged as the key areas of focus for 2019/20 and 2020/21

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KEY HIGHLIGHTS SINCE THE PLAN LAUNCH

Indigenous
engagement

Great people

Thriving
communities

Inclusive
excellence

Collaborative
clusters

Research support

Student research

Education renewal

Interdisciplinary
education

Indigenous engagement:

- The Dialogue Centre building opened in April 2018
- New Indigenous Strategic Action Plan in progress, embedding UBC's Response to the TRC Calls to Action (UBCV and UBCO), UNDRIP, and MMIWG calls to justice.
- Indigenous Student Collegium (at FNHL)
- Indigenous Research Support Initiative
- Indigenous counselling services, student recruitment
- Indigenous Liaison and Advisor positions
- Feasibility study and consultation of Traditional Land Management Centre
- Indigenous Health partnership with health authorities, including FNHA
- Developing a dual credit transfer course for Indigenous teachers
- Expansion of SAGE across campus (G+PS and Education)
- Increased aboriginal content in Sauder u/g curriculum
- \$600K Pharmacist Clinic in collaboration with FNHA

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Great people:

- Further contribution to Blue and Gold Campaign
- Refreshed the Focus on People Framework
- Launched workforce planning pilot projects
- Created UBC Science early career invited lecture awards
- Faculty of Arts wrapping up three-year faculty renewal plan
- President's Excellence Chairs
- Canada's Excellence Research Chairs
- President's International Doctoral Student Awards
- Youth in Care
- Launched the President's International Doctoral Student Awards
- Formalized Rent-Geared to Income pilot program for staff
- Additional support for the launch of the School of Biomedical Engineering
- Started faculty hires project in Faculty of Medicine to restore faculty complement

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Thriving communities:

- Established the Rapid Transit Project Office
- Opening of Exchange Student Residences
- Developed and implementing Wellbeing Strategic Framework
- Planning underway to refresh Graduate Student Centre
- Opened 3 Collegia at UBCV (including the first Indigenous Collegium)
- Funded new Disability Resource Centre Advisors

Inclusive excellence:

- Developed Inclusion Action Plan
- Varsity Team Gender Equity Funding
- Additional funding for Equity and Inclusion Office, SVPRO Office and Independent Investigations Office
- Launching federal Dimensions program
- Launch of new equity-based funding award (Global Pathfinder Award)

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Collaborative clusters:

- Grants for Catalyzing Research Clusters competition
- Collaborative Research Mobility Awards (UBCV & UBCO)
- Eminence program
- Public Humanities Hub
- Canadian Digital Technology Superclusters
- Innovation Hubs in downtown Vancouver and Kelowna

Research support:

- Support for Shared Research Platform and Advanced Research Computing – e.g. UBC Sockeye, Plant Care Services
- Indigenous Research Support Initiative
- Research Facility Support Grants (RFSG)
- Critical Research Equipment & Tools Program
- Innovation UBC – partnerships with Rogers
- Digital Learning Factory (Faculty of APSC and School of Engineering)

Student research:

- Program for Undergraduate Research Experience (PURE)
- Aboriginal research mentorship program

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Education Renewal:

- UPER – Undergraduate Program Evaluation and Renewal
- Aspire Learning and Teaching Fund
- OLAF – Online Learning Advancement Fund
- Education Renewal Call for Proposal
- Open Education resources
- Public Scholars Initiative
- Supported additional open education resources
- G+PS piloted postdoc teaching internships (with CIRTLL)
- Development of a Data Science Expansion Plan in Science (new minor, core courses)

Interdisciplinary Education:

- Creation of the Interdisciplinary Taskforce
- Interdisciplinary Team-Teaching Grant call for proposals
- Campus-wide writing courses
- Creation of new School of Journalism, Writing and Media
- School of Biomedical Engineering, School of Public Policy and Global Affairs

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Other strategies

Initiatives in progress under other strategies:

- Work Learn (increased on-campus funding and developed off-campus pilot)
- Development of Research Integrity Training Framework
- Jumpstart
- Academic Learning Spaces Enhancement (UBCO)
- Additional support for Climate Hub
- Community-University Engagement Support (CUES) fund
- Launched UBC Connects
- Established Global Innovations Grant
- Increased support for project to improve practice of community-based research in the downtown eastside
- Social Entrepreneurship Kenya program expansion
- Integrated Renewal Program

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DIRECTION OF ACTIVITIES FOR FY 20/21 AND DISSEMINATION OF ACTIVITIES TO THE COMMUNITY

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MOVING THE STRATEGIC PLAN FORWARD – SELECT FY 19/20 AND 20/21 ACTIVITIES

- Extension of the Blue and Gold Campaign – \$200M by 2022
- Sustained growth in indigenous programming and curriculum enhancements, student engagement and support, and research access and education
- Academic Renewal program
- Implement new Faculty of Law post-graduate debt relief program
- Continue the development of Graduate Life Centre at UBCV and assess minimum PhD funding policy and strategies across both campuses
- Faculty renewal in Faculty of Medicine to restore faculty complement
- Continue to support Public Humanities Hub to support Humanities research
- Go-live with the HR and Finance components of IRP
- Launch of the Indigenous Strategic Plan, Inclusion Action Plan and International Strategic Plan
- Support the implementation of strategic plans / frameworks that were developed in the last 2 years
- Continue to invest in Shared Research Platforms, Research Excellence Clusters, Mobility Grants, and Canadian Technology Superclusters
- Support the planning and development of key capital projects, e.g. APSC 1, Med 1, Traditional Land Management Centre (first of its kind in North America), Sauder Powerhouse Expansion, UBC Farm

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LOOKING AHEAD – FY 19/20 AND 20/21 CALLS FOR PROPOSALS

Indigenous engagement

Great people

Thriving communities

Research support

Education renewal

Interdisciplinary education

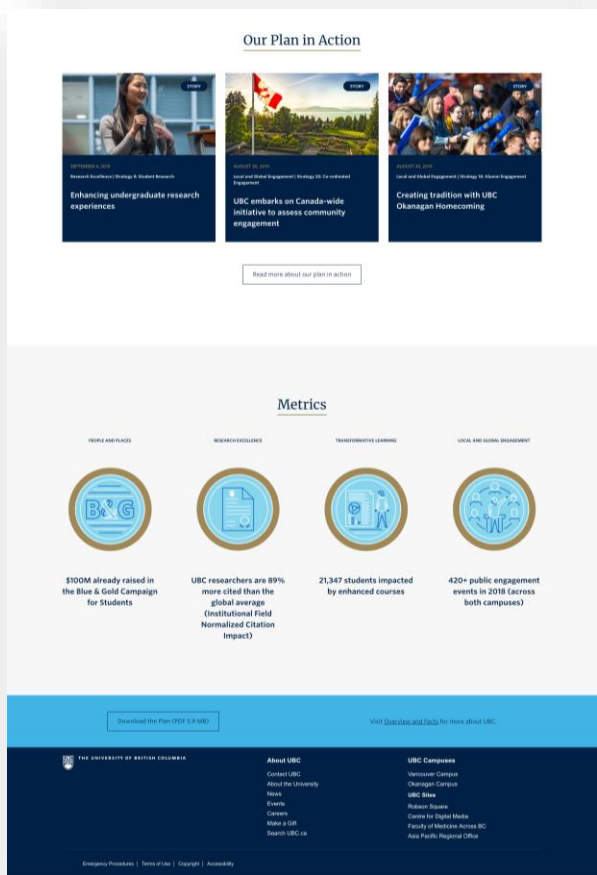
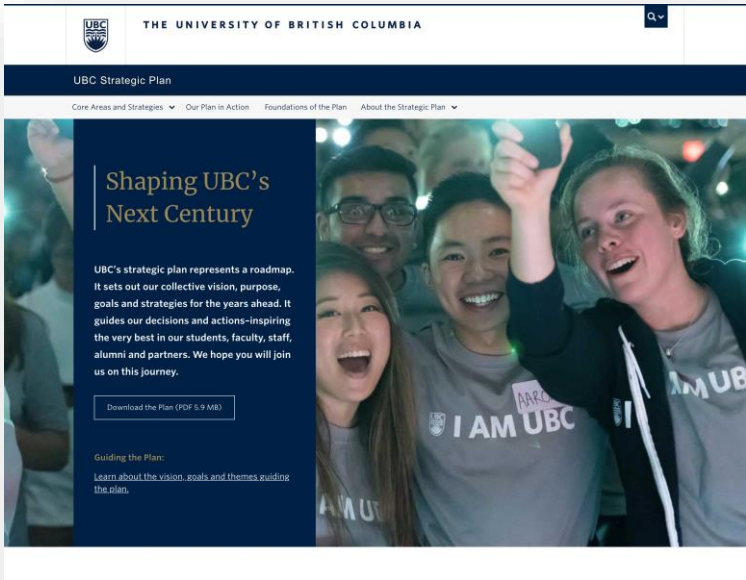
4 large open calls are planned with topics under:

- **Education renewal** – to facilitate continual program renewal and improve teaching effectiveness
- **Great People** – to attract, engage and retain a diverse global community of outstanding students, faculty and staff
- **Indigenous engagement** – to support the implementation of the Indigenous Strategic Plan
- **Interdisciplinary education** – to introduce greater interdisciplinary collaboration

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NEW STRATEGIC PLAN WEBSITE



STORY SERIES

THE UNIVERSITY OF BRITISH COLUMBIA

UBC Strategic Plan

Core Areas and Strategies | Our Plan in Action | Foundations of the Plan | About the Strategic Plan

Transformative Learning | Strategy 16: Interdisciplinary Education | **Interdisciplinary class discusses the power of language**

Transformative Learning

- Strategy 16: Educational Research
- Strategy 16: Program Learning
- Strategy 16: Practical Learning
- Strategy 16: Career and Professional Development
- Strategy 16: Student Experience

Interdisciplinary class discusses the power of language

AUGUST 30, 2018

Transformative Learning | Strategy 16: Interdisciplinary Education

Theme: Collaboration

Professors Mark Turm (Anthropology) and Janet Werker (Psychology) co-teach Living Language: Science and Society

At UBC Vancouver, one unique course is encouraging undergraduate students from multiple disciplines to come together and explore the power of language. Cross-listed in six faculties, *Living Language: Science and Society* is a result of the interdisciplinary efforts of Janet Werker, Professor in the Department of Psychology, and Mark Turm, Associate Professor in the Department of Anthropology.

The class enables students to lead their own exploration of language as it applies to all domains of human life – from the creation and acquisition of spoken language to writing systems, tools of all kinds, arts, culture, science and technology. “We hope this will better enable (students) to harness their knowledge – both directly and in successful communication with others – as they move forward in their lives,” said Janet.

Offered for the first time in September 2018, *Living Language: Science and Society* was the first university-wide class in language research. The course is an example of UBC’s efforts to encourage stronger collaborations, in alignment with [Strategy 16: Interdisciplinary Education](#) of its strategic plan. UBC has also identified Interdisciplinary Education as one of the institution’s six priority areas for the next two years.

To learn more about the *Living Language* course, read the [Faculty of Arts’ interview](#) with Professors Janet Werker and Mark Turm.

UBC Strategic Plan

Core Areas and Strategies | Our Plan in Action | Foundations of the Plan | About the Strategic Plan

Transformative Learning | Strategy 16: Student Experience | **Orientation now available on-demand for new students at UBC’s Okanagan campus**

Transformative Learning

- Strategy 16: Educational Research
- Strategy 16: Program Learning
- Strategy 16: Practical Learning
- Strategy 16: Career and Professional Development
- Strategy 16: Student Experience

Orientation now available on-demand for new students at UBC’s Okanagan campus

AUGUST 30, 2018

Transformative Learning | Strategy 16: Student Experience

Theme: Innovation

UBC OKanagan

More resources, more choice. UBC’s Okanagan campus has grown from 3,000 students to become a thriving part of UBC, with 10,000 students and a rapidly expanding community of UBC Okanagan graduates building their careers and energy to address society’s challenges.

In early 2018, a project to improve the on-demand orientation program at UBC’s Okanagan campus was launched. The project was a result of a successful partnership between the Okanagan campus and the UBC Vancouver campus. The project was a result of a successful partnership between the Okanagan campus and the UBC Vancouver campus.

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UBC Strategic Plan

Core Areas and Strategies | Our Plan in Action | Foundations of the Plan | About the Strategic Plan

Local and Global Engagement | Strategy 17: Student Experience | **Creating tradition with UBC Okanagan Homecoming**

Local and Global Engagement

- Strategy 17: Student Experience
- Strategy 17: Career and Professional Development
- Strategy 17: Community Engagement
- Strategy 17: Indigenous Engagement
- Strategy 17: International Engagement

Creating tradition with UBC Okanagan Homecoming

AUGUST 30, 2018

Local and Global Engagement | Strategy 17: Student Experience

Theme: Collaboration

UBC Okanagan

Homecoming is a tradition at UBC Okanagan that has been celebrated for over 50 years. It is a time when students and faculty come together to celebrate the achievements of the past year and look forward to the future. The event is a celebration of the community and the achievements of the past year.

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QUESTIONS FOR DISCUSSION

1. Beyond special calls for proposals, what are your thoughts on the best ways for moving these priorities forward?
2. As community members, do you feel you are engaged and informed about the activities underway to advance the strategic plan?
3. Are there any gaps that you have observed / heard? How can we address these gaps?
4. What are other methods in which we can effectively engage with the community members?

SPIAC ONE YEAR IN AND MOVING FORWARD

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QUESTIONS FOR DISCUSSION

1. What are your thoughts on the role and purpose of SPIAC moving forward?
2. What are ways that we can better leverage your knowledge and expertise?
3. Do the existing Terms of Reference need to be updated?



THE UNIVERSITY OF BRITISH COLUMBIA

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