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.
  - 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.
  - 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.
  - Noted that the Board of Governors discussed metrics and targets in 2018 but were unable to come to consensus.
  - Further discussions on metrics have highlighted the need for both quantitative and qualitative metrics.
  - Existing metrics are available online and these are reviewed annually.
  - 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)
- Robert Helsley (co-chair)
- Chris Hakim
- Elizabeth Saewyc
- Nancy Mackenzie
- Ramon Lawrence
- Janie McCallum
- Clara Ng
- Gino DiLabio
- Nicolas Romualdi
- Patricia Mohr
- Mark Maclean
- Andrew Szeri
- Ananya Mukherjee
- Gail Murphy
- Ainsley Carry
- Peter Smailes
- Marcia Buchholz
- David Shorthouse
- Lucy Li
- Alison Stuart-Crump

Regrets
- Michael Griffin
- Celeste Haldane
- Claudia Krebs
- Karen Ranaletta
- Romil Jain
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<th>Agenda Item</th>
<th>Estimated Time</th>
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<tbody>
<tr>
<td>Welcome and introduction</td>
<td>5 min</td>
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<tr>
<td>Review of activities to date to advance strategic plan priorities</td>
<td>25 min</td>
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<td>Direction of activities for FY 2020/21 and dissemination of activities to the community</td>
<td>25 min</td>
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<tr>
<td>Discussion: SPIAC one year in and moving forward</td>
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WELCOME AND INTRODUCTIONS
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
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
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

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
UBCV FY 19/20 BUDGET OVERVIEW

People & Places

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<th>Total Number of Asks</th>
<th>76</th>
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Examples
- Rapid Transit Office
- Domestic student financial aid
- Equity and SVPRO Office personnel

Research Excellence

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Examples
- Shared Research Platforms
- Digital Learning Factory
- Innovation Precinct

Transformative Learning

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Examples
- Expansion of Collegia
- Advising and admissions support
- Counselling resources

Local & Global

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Examples
- Indigenous counselling services and student recruitment
- Congress of Humanities & Social Services
- UBC Connects series

Sustainment / Compliance / Operations / Risk Mitigation

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### RECENT CALLS FOR PROPOSALS

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<th>Category</th>
<th>Description</th>
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<tr>
<td>Well-being Scholars Project</td>
<td>(Strategy 3: Thriving Communities)</td>
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<td>Equity Enhancement Fund</td>
<td>(Strategy 4: Inclusive Excellence)</td>
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<tr>
<td>Equity and Inclusion Scholars Program</td>
<td>(Strategy 4: Inclusive Excellence)</td>
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<tr>
<td>Grants for Catalyzing Research Clusters</td>
<td>(Strategy 6: Collaborative Clusters)</td>
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<td>Research Facility Support Grants</td>
<td>(Strategy 7: Research Support)</td>
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<tr>
<td>Program for Undergraduate Research Experience</td>
<td>(Strategy 8: Student Research)</td>
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<td>Large TLEF Transformation Projects</td>
<td>(Core Area 3 – Transformative Learning)</td>
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<tr>
<td>Small TLEF Innovation Projects</td>
<td>(Core Area 3 – Transformative Learning)</td>
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<tr>
<td>Online Learning Advancement Fund</td>
<td>(Strategy 11: Education Renewal)</td>
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<td>Aspire-2040 Learning Transformations</td>
<td>(Strategy 12: Program Redesign)</td>
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<td>Undergraduate Program Evaluation and Renewal</td>
<td>(Strategy 12: Program Redesign)</td>
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<td>Interdisciplinary Team-Teaching Grant</td>
<td>(Strategy 14: Interdisciplinary Education)</td>
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<td>Community-University Engagement Support Fund</td>
<td>(Strategy 20: Coordinated Engagement)</td>
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REVIEW ACTIVITIES TO DATE TO ADVANCE STRATEGIC PLAN PRIORITIES
Looking Back – FY 18/19 Priorities

- Indigenous Engagement
- Great People
- Thriving Communities
- Inclusive Excellence
- Collaborative Clusters
- Education Renewal

Areas identified during the development and launch of the Strategic Plan that have significant transformational potential.
Based on SPIAC input in October 2018, six key strategies emerged as the key areas of focus for 2019/20 and 2020/21.

- Indigenous Engagement
- Great People
- Thriving Communities
- Research Support
- Education Renewal
- Interdisciplinary Education
KEY HIGHLIGHTS SINCE THE PLAN LAUNCH

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
KEY HIGHLIGHTS SINCE THE PLAN LAUNCH

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
KEY HIGHLIGHTS SINCE THE PLAN LAUNCH

Indigenous engagement

Great people

Thriving communities

Inclusive excellence

Collaborative clusters

Research support

Student research

Education renewal

Interdisciplinary education

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)
KEY HIGHLIGHTS SINCE THE PLAN LAUNCH

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
**KEY HIGHLIGHTS SINCE THE PLAN LAUNCH**

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<th>Thriving communities</th>
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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 CIRTL)
- 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
### KEY HIGHLIGHTS SINCE THE PLAN LAUNCH

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<th>Other strategies</th>
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<tbody>
<tr>
<td>Indigenous engagement</td>
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#### 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
DIRECTION OF ACTIVITIES FOR FY 20/21 AND DISSEMINATION OF ACTIVITIES TO THE COMMUNITY
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
LOOKING AHEAD – FY 19/20 AND 20/21 CALLS FOR PROPOSALS

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
NEW STRATEGIC PLAN WEBSITE
INTERDISCIPLINARY CLASS DISCUSSES THE POWER OF LANGUAGE

At UBC, instructors are employing an interdisciplinary approach to teaching the power of language. In a new course on visual rhetoric, students are learning how to interpret images in the same way they would text. The course, taught by Professor Jane Walker and Assistant Professor Jeff Twery, is one of several at the university that explore the intersection of language, art, and technology.

Wendy McCallum is an assistant professor in the Department of Psychology and lead instructor for the course. She says the course is about understanding how images can communicate just as effectively as words. "We want students to become critical thinkers about how images work and how they can be used to influence people," she says.

McCallum says she was inspired to teach the course after reading a study that found people are more likely to remember information if it is presented visually rather than in text. "Images can convey complex ideas in a way that words can't," she says.

The course is designed for students in a variety of disciplines, including visual design, marketing, and communications. "We want to give students tools they can use in their future careers," McCallum says.

Law certificate raises awareness of Indigenous perspectives

The Centre for Aboriginal and Indigenous Law at UBC has launched a new certificate program in Indigenous law. The program, which is available to both undergraduate and graduate students, is designed to provide learners with a deeper understanding of Indigenous legal history and contemporary issues.

"We hope this certificate will help students develop the skills they need to work effectively with Indigenous communities," says program director Dr. Mary Smith. "It's important that we recognize and respect Indigenous law and culture as they have evolved over many generations."

Smith says the program will be taught by Indigenous scholars and lawyers who bring a wealth of experience and knowledge to the classroom. "We want students to learn from people who have lived through the challenges and successes of Indigenous law," she says.

In addition to traditional classroom instruction, the program also includes online courses and workshops. "We believe in providing flexible learning options for students who may not be able to attend classes in person," Smith says.

Through an emphasis on critical thinking and research, the program aims to prepare students for careers in areas such as government, non-profit organizations, and private practice. "We want students to be able to apply what they learn in the classroom to real-world situations," Smith says.
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
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?