

THE UNIVERSITY OF BRITISH COLUMBIA

UBC's Strategic Directions

A Refresh of Shaping UBC's Next Century

2025–2030



Land Acknowledgement
Advancing Truth and Reconciliation

We acknowledge that UBC’s two main campuses, Vancouver and Okanagan, are respectively situated within the ancestral and unceded territory of the Musqueam people, and in the traditional, ancestral, unceded territory of the Syilx Okanagan Nation and their peoples.

UBC is more than ever committed to play a leadership role in advancing Indigenous peoples’ human rights. Through the ongoing implementation of UBC Okanagan’s Declaration of Truth and Reconciliation Commitments (2019) and the Indigenous Strategic Plan (2020), UBC’s collective actions are moving our community closer to meaningful reconciliation.



A Message from the President
and Vice-Chancellor

Welcome to *UBC’s Strategic Directions 2025-2030*. This plan builds upon the solid foundation of *Shaping UBC’s Next Century 2018-2028* and renews the promise of our great university. It reflects the input of thousands of community members who shared their perspectives on how UBC can continue to lead globally in teaching, learning and research. It is designed to build on our successes, apply lessons learned, and ensure UBC is best positioned to advance its mission of academic excellence and impact in a rapidly changing world.

UBC’s Strategic Directions 2025-2030 also provides an opportunity to reaffirm our dedication to Truth and Reconciliation, and to embedding Indigenous perspectives, knowledge and self-determination into university life. We are committed to ensuring reconciliation remains a foundational part of UBC’s academic and research mission.

Since the launch of *Shaping UBC’s Next Century* in 2018, the world has undergone profound changes including increased geopolitical tensions, economic shifts, significant technological advancements like the rise of artificial intelligence and of course the COVID-19 pandemic. These challenges are reshaping society and higher education’s role within it, making it essential to review and update our long-term vision and define the near-term priorities that will ensure our continued relevance and success.

We are grateful to our students, faculty, staff, and all members of our UBC community who have contributed to this refreshed plan through engagement sessions that began in the fall of 2024. Your insights are a testament to the diverse perspectives and collective wisdom that drive our institution forward and have been invaluable in ensuring this plan reflects our shared vision for the future.

UBC’s Strategic Directions 2025-2030 provides a clear roadmap for the years ahead. It will guide our decisions, inspire new ideas and ensure we continue to use our global reach to make a meaningful difference in British Columbia and beyond. The plan reaffirms UBC’s ongoing core commitments and also identifies strategic directions that will shape our work over the next five years and will help us to focus our efforts in areas of greatest need and opportunity.



These strategic directions build on the university’s strengths and reinforce the key institutional plans that our community has emphasized are so important to continue to carry forward, including the Indigenous Strategic Plan and UBC Okanagan’s Declaration on Truth and Reconciliation Commitments, Climate Action Plan 2030, and the Strategic Equity and Anti-Racism Framework. These initiatives are integral to UBC’s continued success, supporting and enabling academic and research excellence across the university and ensuring each member of our community has the opportunity to flourish.

At its heart, *UBC’s Strategic Directions 2025-2030*, is about people and talent. Our students, faculty and staff are the driving force behind UBC’s success and the reason we continue to thrive as one of the world’s best, most dynamic and most exciting universities. I encourage every member of our diverse community to find ways to contribute to and benefit from this shared vision. Echoing our university motto, *tuum est*, this plan is ours and it is up to all of us to bring it to life. The future is bright for UBC!

BENOIT-ANTOINE BACON
President and Vice-Chancellor

The impetus for creating *UBC’s Strategic Directions 2025-2030* was a shared recognition that the world had changed significantly since the university’s current plan, *Shaping UBC’s Next Century 2018-2028*, was created in 2018. Faced with so many new challenges and opportunities, the time was right to consider UBC’s long-term vision and strategic directions, especially with regard to our core academic and research mission.

Throughout 2024 and early 2025, thousands of members of the UBC community provided feedback and ideas about the future of the university through workshops, pop-up events and online surveys. This input was critical in guiding the development of the refreshed strategic plan.

UBC community input and advice was further shaped by a large and inclusive advisory committee; Indigenous, Social Equity, and Human Resource

Advisors; as well as academic leaders on both campuses. We are also thankful for the tremendous insights and support of our two Senates and our Board of Governors. UBC has benefited greatly from the commitment of these individuals and groups and will further benefit from our continued work together as we move forward to implementation.

Recommitting to Our Vision, Purpose and Values

“UBC’s Strategic Directions 2025-2030 reaffirms our commitment to global academic excellence and impact.”

— **BENOIT-ANTOINE BACON**, PRESIDENT AND VICE-CHANCELLOR

UBC’s Strategic Directions 2025-2030 will continue to operate in accordance with the vision, purpose and values developed as part of the *Shaping UBC’s Next Century* strategic plan. These strategic cornerstones carry over into our refreshed plan and will continue to inspire and guide our actions over the next five years.

VISION

Inspiring people, ideas and actions for a better world.

PURPOSE

Pursuing excellence in research, learning and engagement to foster global citizenship and advance a sustainable and just society across British Columbia, Canada and the world.

VALUES

Excellence

A profound and aspirational value: the quality of striving to be, and being, outstanding.

Integrity

A moral value: the quality of being honest, ethical and truthful.

Respect

An essential and learned value: regard felt or shown towards different people, ideas and actions.

Academic Freedom

A unique value of the academy: a scholar’s freedom to express ideas through respectful discourse and the pursuit of open discussion, without risk of censure.

Accountability

A personal and public value: being responsible for our conduct and actions and delivering upon our respective and reciprocal commitments.

UBC's Vision for 2050: Going from Strength to Strength

As part of the strategic plan refresh, UBC community members shared their ideas about what teaching, learning, research and work would ideally look like at UBC over the next 25 years.

Their diverse perspectives outline an ambitious and optimistic future—one that addresses today’s challenges while preparing for tomorrow’s opportunities.

Achieving these ambitions will require members of the UBC community to work together to support continuing plans and fulfil new strategic directions—sustaining the university’s global leadership in research, teaching and innovation.

At the University of British Columbia in 2050, teaching, learning and research are, as always, the vital cornerstone of our vision; “to inspire people, ideas and actions for a better world.” More than ever, UBC is recognized as the best and most exciting university in Canada, and one of the premier institutions of higher learning in the world.

Our critical partnerships with the Musqueam and Syilx Okanagan Nation on whose territories our main campuses are situated are more important than ever. We remain committed to the United Nations Declaration on the Rights of Indigenous Peoples, the national Truth and Reconciliation Commission’s Calls to Action, UBC’s Indigenous Strategic Plan, and UBC Okanagan’s Declaration of Truth and Reconciliation Commitments. Thanks to efforts by Indigenous leaders, scholars, students and communities, we are a leading university globally in the implementation of Indigenous Peoples’ human rights.

As a premier educational destination and a globally recognized leader in research and innovation, we fully embrace our responsibility to use our knowledge and expertise to address society’s greatest challenges and opportunities. UBC is known as a hub for strong reciprocal partnerships that unite academia, industry, government and community organizations. These partnerships empower us to carry out innovative, interdisciplinary research, ask big questions, advance knowledge on pressing issues and deliver solutions with broad local and global impact.

Knowing that wellbeing is integral to the academic success of the university, the physical and mental health of our community is a key focus for UBC and has become fully integrated in our programs and facilities. Our students learn to think critically, analytically and creatively through active participation. They gain real-world experience and develop the expertise to realize opportunities we cannot yet imagine and solve problems that

do not yet exist. By working together across disciplines, we ensure graduates are prepared to apply their scholarship to the biggest societal challenges of their time. We are leaders in lifelong learning, offering flexible programs and pathways that support upskilling, re-entry into education, and personal and professional development for learners of all ages.

UBC operates as an integrated system with two distinct and complementary campuses—Vancouver and Okanagan—both celebrated for their unique educational strengths, natural beauty and strong community partnerships. We are even more connected with the cities and regions we serve and we collaborate with regional partners to enable sustainable transportation and housing solutions that ensure accessibility for students, faculty, staff and the broader community.

UBC’s campuses are designed for innovation, discovery and impact. New models of collaboration leverage advanced technologies such as artificial intelligence and virtual spaces. These UBC models enable accessible and inclusive teaching and learning, as well as groundbreaking research.

Our campus environments are more than just beautiful spaces—they are true communities where people feel valued and included. Rooted in a shared respect for all perspectives, backgrounds and traditions, we unite people through common goals of learning, collaboration and growth. The UBC community is one where everyone can feel a sense of belonging and purpose and is empowered to reach their greatest potential. UBC is consistently ranked as a top employer both provincially and nationally, attracting the world-class faculty and staff required to meet its academic and research mission.

We base our actions on the belief that the future of humanity and the planet depends on those who work together to question assumptions, create and expand knowledge, test new ideas and develop new ways of thinking. Guided by this unwavering belief, we learn with and educate the next generation of leaders and change makers to create a just, prosperous, healthy and sustainable world in 2050 and beyond.

Tuum Est.

Reaffirming Support for Ongoing Priorities and Plans

We are reaffirming our commitment to the institutional plans created to advance key strategies in *Shaping UBC’s Next Century 2018–2028*. These important plans are transforming UBC, but lots of work remains to be done to fully realize our shared vision.

The ongoing implementation of these plans, together with emerging strategic directions identified from the refresh process, are fundamental in achieving both our 2050 vision

and near-term priorities, as they enable and support academic and research excellence across UBC.

INDIGENOUS STRATEGIC PLAN (ISP)

UBC began implementing its Indigenous Strategic Plan in 2020. The plan sets out a series of eight goals and 43 actions the university will collectively take to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples’ human rights.



UBC OKANAGAN’S DECLARATION OF TRUTH AND RECONCILIATION COMMITMENTS

UBC Okanagan’s 2019 declaration of Truth and Reconciliation commitments, in conjunction with the 2020 UBC-wide Indigenous Strategic Plan, continue to provide a roadmap to forge the path of Truth and Reconciliation at UBC Okanagan.



CLIMATE ACTION PLAN 2030

The UBC Climate Action Plan 2030 puts the university on an accelerated path to net-zero emissions for buildings and energy supply, and to significantly reduce greenhouse gas emissions for extended impact areas over the next 15 years.



FOCUS ON PEOPLE FRAMEWORK

Focus on People outlines how the university is working to be the first choice for faculty and staff to achieve their greatest potential. Four catalyst areas are identified in the framework, which recognizes that a large part of what makes our institution unique is the community of engaged faculty and staff who are collectively committed to shaping a better world.



STRATEGIC EQUITY AND ANTI-RACISM (STEAR) FRAMEWORK

Introduced in 2023, the StEAR Framework is a community engaged, data-informed, action-oriented and accountability-driven planning tool developed to guide the implementation of UBC’s equity and anti-racism priorities and the cyclical evaluation of progress.



STUDENT STRATEGIC PLAN

The Student Strategic Plan represents our shared purpose and priorities in fostering an outstanding student experience grounded in learning, development and fun—one that prepares students to lead in work and life beyond university.



WELLBEING STRATEGIC FRAMEWORK

The Wellbeing Strategic Framework is our shared vision for UBC as a university that promotes health and wellbeing and where all people, places and communities can flourish. The framework outlines our collective approach to embedding wellbeing into organizational plans, policies, practices, work plans and decision-making.



Strategic Directions 2025-2030: Advancing Our Mission

The strategic directions presented here are based on extensive engagement with the UBC community and are intended to advance our academic excellence and impact, as well as our operations.

These strategic directions are designed to move UBC toward its 2050 vision. Their articulation is purposefully broad to stimulate actions that are specific to individual academic and administrative units. Each strategic direction will be implemented through a series of measurable actions that will be reviewed and updated annually to ensure we are making continuous progress.

Importantly, we will remain agile in how we act upon our strategic direction to ensure we are responding and adapting to changes within the university, the higher education sector and society more broadly.



Partner for Purpose

Expand the number and scope of strategic, reciprocal partnerships that address the critical, diverse and emergent needs of the people and communities in British Columbia, Canada and across the world.



Discover and Innovate for Impact

Accelerate excellence in research, scholarship and teaching approaches that translate into learner, economic and societal impact.



Maximize UBC System Strengths

Reinforce and promote the unique academic, research, and operational strengths of our two distinct and complementary campuses while facilitating transformative collaboration within and across our campuses and learning sites throughout British Columbia.



Create Flexibility for Learners

Increase program and pathway flexibility, interdisciplinarity, access and agency for diverse learners.



Excel in the Development and Application of Emerging Technologies

Advance the creation and responsible use of emerging technologies, particularly AI, for research, teaching, student learning and operations.

Enhance Experiential Education

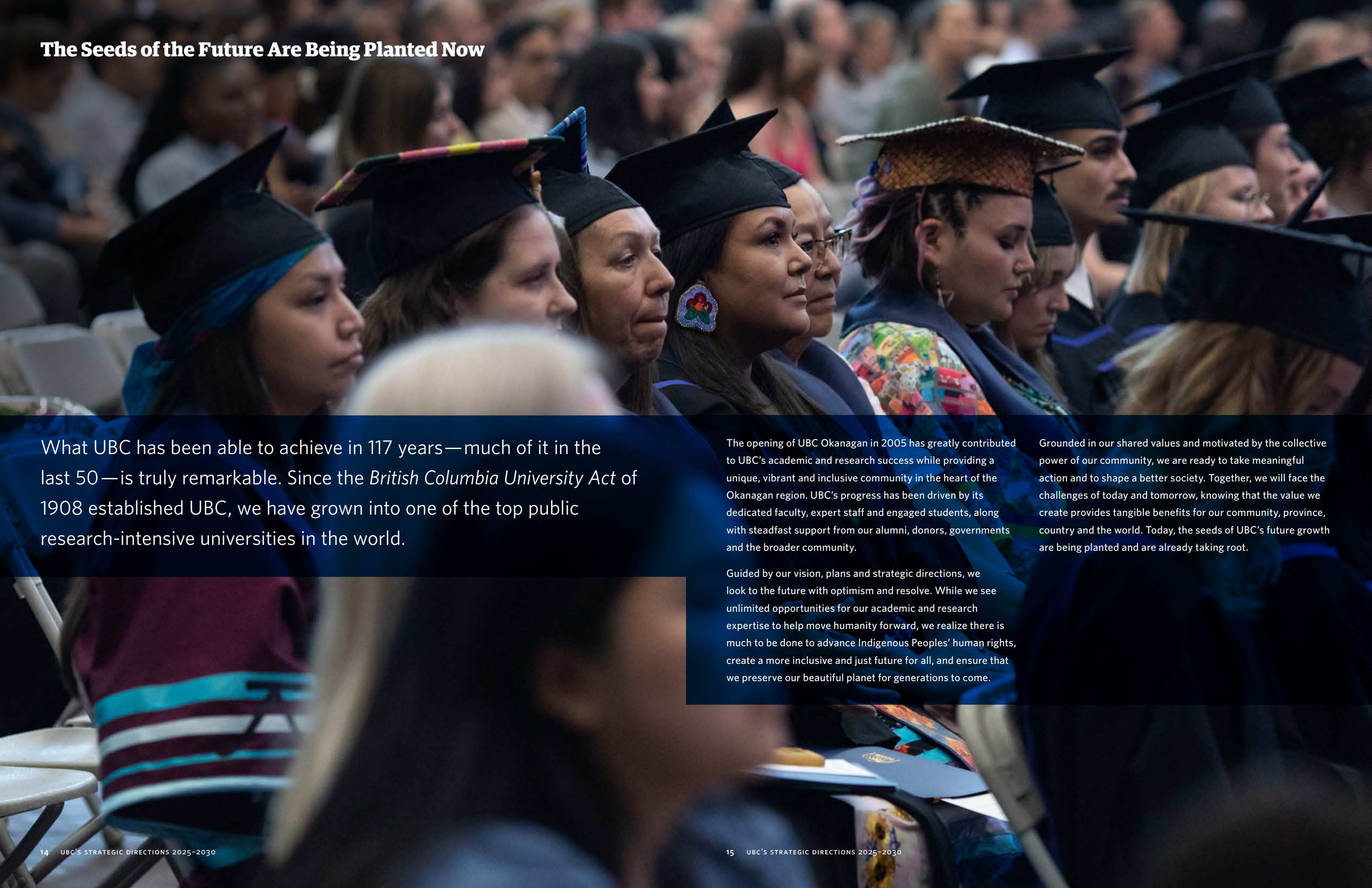
Enhance experiential education opportunities to provide learners with hands-on knowledge and skills to navigate and contribute to an evolving, complex workplace and society.



Nurture a Strong and Vibrant UBC Community

Further enhance our UBC sense of community and spirit so students, faculty and staff feel a strong sense of belonging, wellbeing, and take pride in being fully part of UBC.





The Seeds of the Future Are Being Planted Now

What UBC has been able to achieve in 117 years—much of it in the last 50—is truly remarkable. Since the *British Columbia University Act* of 1908 established UBC, we have grown into one of the top public research-intensive universities in the world.

The opening of UBC Okanagan in 2005 has greatly contributed to UBC’s academic and research success while providing a unique, vibrant and inclusive community in the heart of the Okanagan region. UBC’s progress has been driven by its dedicated faculty, expert staff and engaged students, along with steadfast support from our alumni, donors, governments and the broader community.

Guided by our vision, plans and strategic directions, we look to the future with optimism and resolve. While we see unlimited opportunities for our academic and research expertise to help move humanity forward, we realize there is much to be done to advance Indigenous Peoples’ human rights, create a more inclusive and just future for all, and ensure that we preserve our beautiful planet for generations to come.

Grounded in our shared values and motivated by the collective power of our community, we are ready to take meaningful action and to shape a better society. Together, we will face the challenges of today and tomorrow, knowing that the value we create provides tangible benefits for our community, province, country and the world. Today, the seeds of UBC’s future growth are being planted and are already taking root.

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Learn more:

strategicplan.ubc.ca

