

UBC STRATEGIC PLAN (DRAFT)

DISCUSSION MATERIALS FOR THE UBC BOARD OF GOVERNORS

DECEMBER 2017



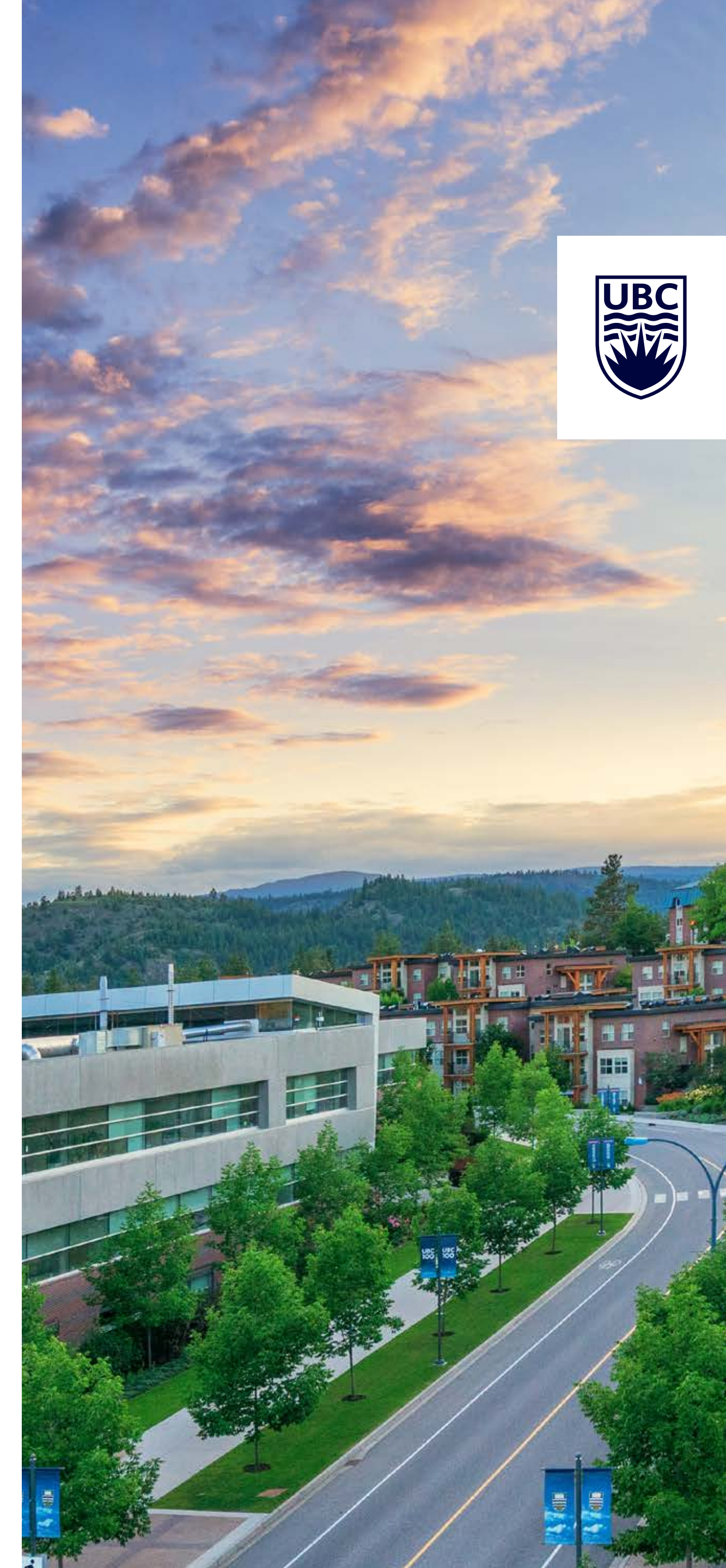
THE UNIVERSITY OF BRITISH COLUMBIA

INTRODUCTION

UBC is in the final stages of a comprehensive strategic planning process. Through consultations, surveys and group discussions, we have received thousands of thoughtful comments from students, faculty, staff, alumni, external partners and our broader community. This input has helped us create the draft objectives and strategies outlined in this document, which were presented to the Board of Governors on December 5.

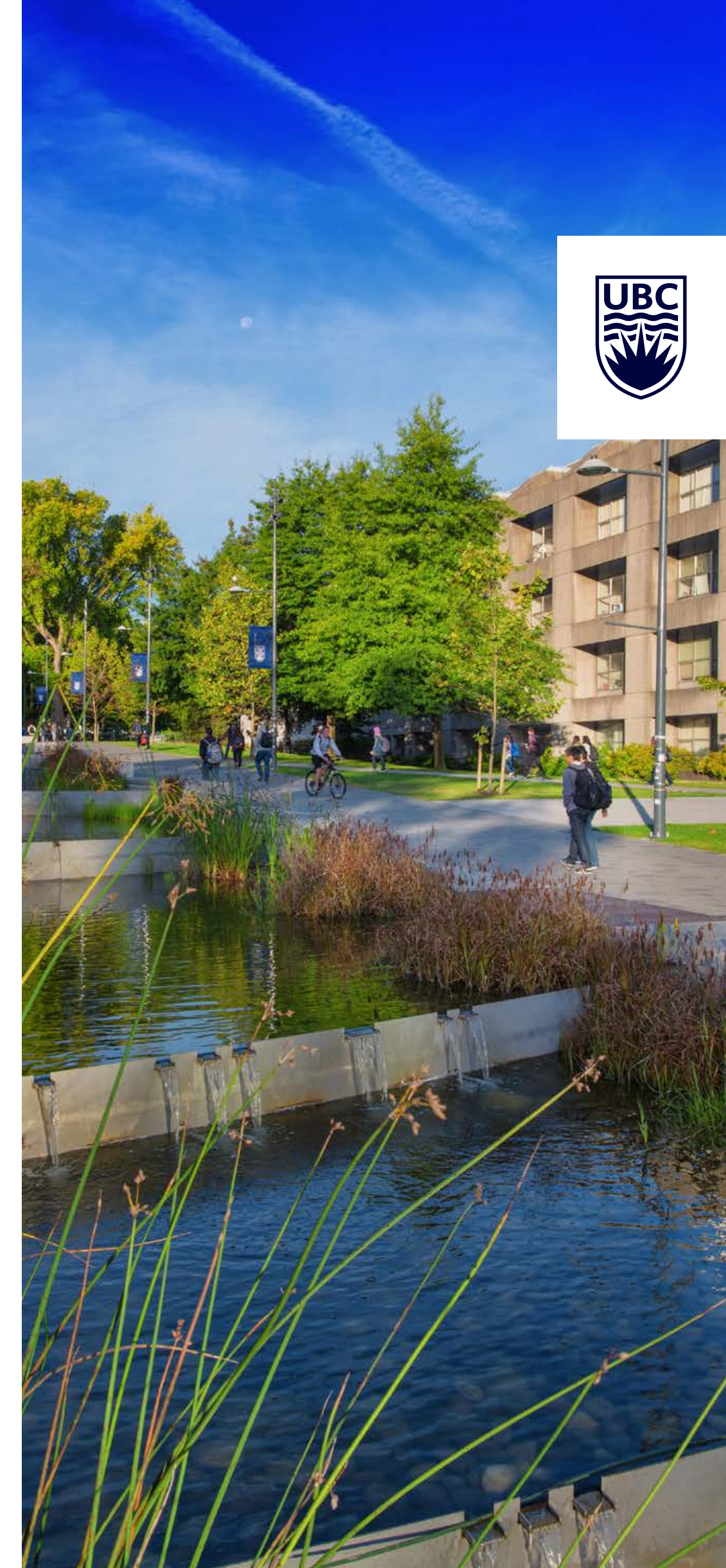
In November and December, 2017, we invited students, faculty, staff, alumni, and external partners to engage in dialogue around the plan as it has emerged so far, via open houses and an online survey. In parallel, the Working Groups, Deans and Executive have been working to combine some of the strategies to reflect connections across them, retaining others that are distinct. The resulting 20 strategies do not constitute a change in content, but are a condensed and merged version of the 40 strategies presented in the November and December consultation. The revised 20 will be compared against the public feedback we received, and they will be updated to reflect what we've heard from the campus community, to ensure that this valuable input continues to inform the development of UBC's strategic plan.

The strategic plan will take the form of a narrative document that will build upon the points contained in this document. Analysis of the consultation inputs, in addition to other feedback, will continue to help evolve and sharpen the strategic plan elements prior to the draft plan being submitted to the Board of Governors in early 2018 for endorsement.



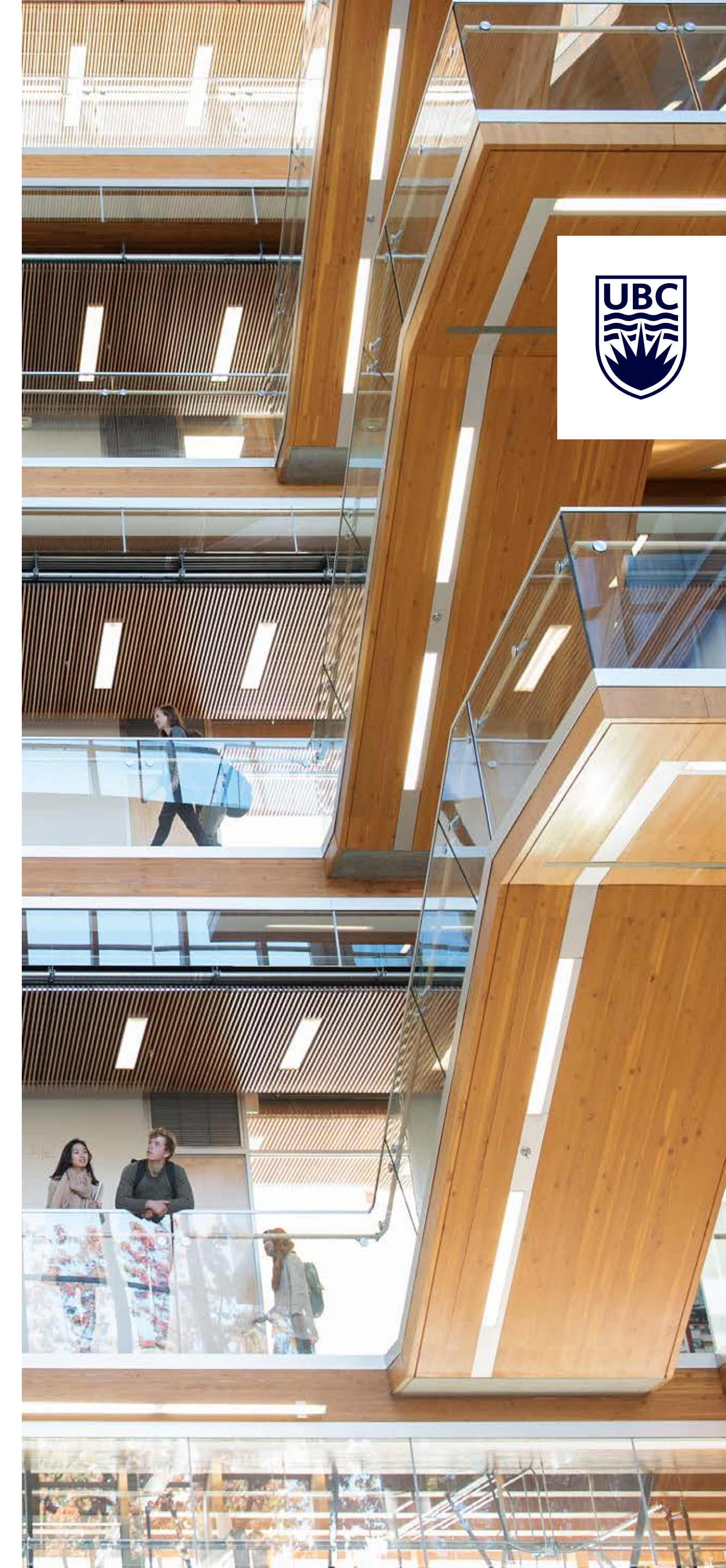
WHAT IS A STRATEGIC PLAN FOR A UNIVERSITY?

1. Provides an agreed-upon sense of direction
2. Allows people to see their role in context
3. Identifies key areas for future work
4. Supports alignment of resources with priorities
5. Creates a basis for dialogue and engagement
6. Includes a pathway to implement change



WHAT ARE THE KEY ELEMENTS OF UBC'S STRATEGIC PLAN?

1. **Vision, Purpose** and **Values**
2. **Objectives** of the plan, accompanied by **Metrics**
3. **Priorities**— areas of greatest focus: Collaboration, Inclusion, Innovation
4. **Strategies** to achieve the **Objectives**— by Strategic Pillar:
 - People and Places
 - Research Excellence
 - Transformative Learning
 - Community and Global Engagement



VISION

Inspiring people,
ideas and actions for
a better world



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PURPOSE

Pursuing excellence in research, education and community engagement to inspire and enable people to create a brighter future across British Columbia, Canada and the world



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VALUES

Excellence

Respect

Integrity

Academic Freedom

Accountability



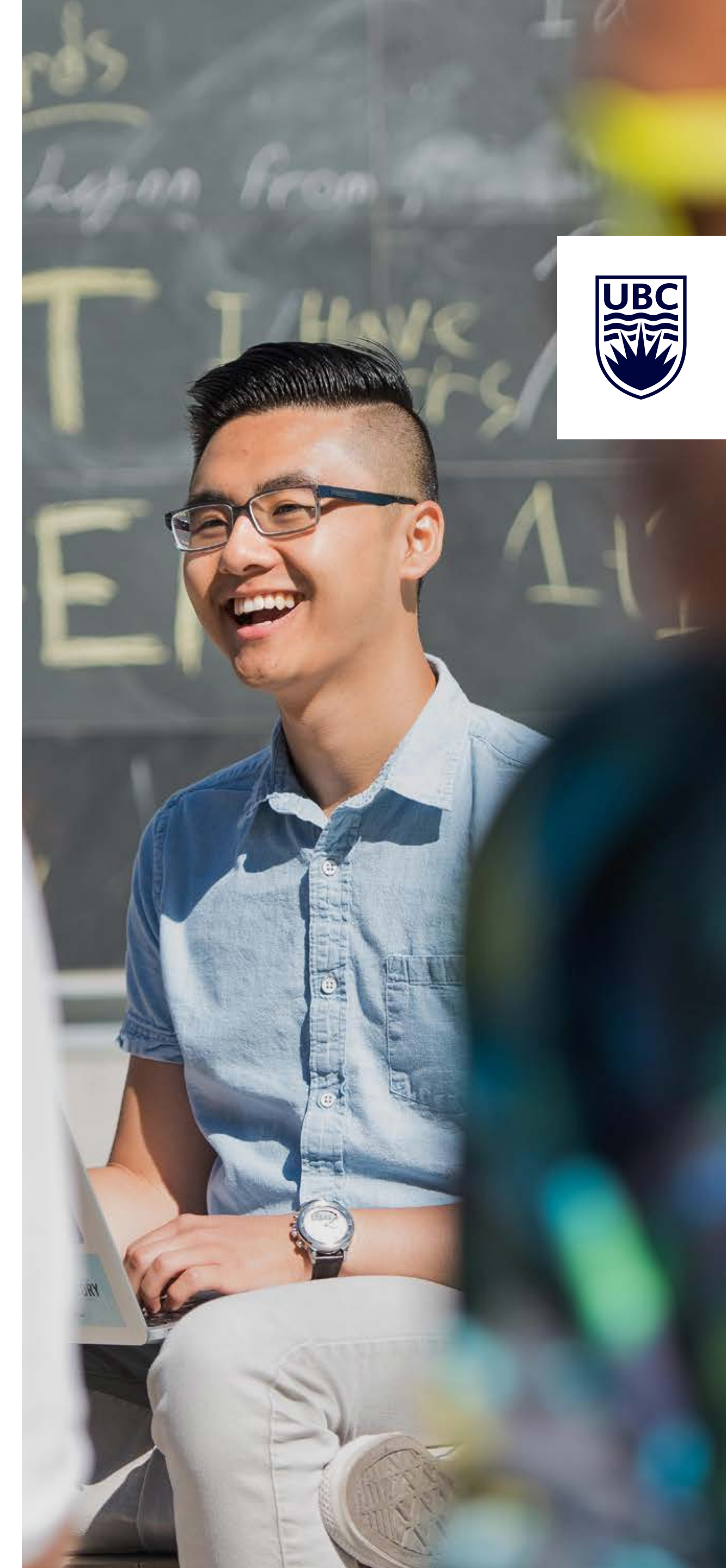
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OBJECTIVES (TO BE SUPPLEMENTED WITH METRICS)

We will...

- Lead globally in research and translation in areas of critical regional, national and international importance
- Through excellence in teaching and mentoring, inspire and enable students to be continuous learners and engaged citizens
- Strengthen the inclusion of Indigenous scholars, students and staff, and deepen relations with Indigenous peoples, communities and organizations
- Build a diverse culture that integrates innovation, collaboration and inclusion
- Advance sustainability and wellbeing across our campuses and communities
- Become a first-choice place to learn and work
- Extend our connectivity through access, alumni networks and institutional partnerships
- Reinforce the distinctive and complementary strengths of our campuses
- Achieve agility through systemic change and simplification
- Demonstrate public institutional leadership through discourse, knowledge mobilization and engagement provincially and beyond



DRAFT STRATEGIES PEOPLE AND PLACES



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Draft Strategies — People And Places

Actively attract, engage and retain a diverse global community of outstanding students and trainees, faculty, staff and learners

Through recruitment, professional development and strategic funding we will build and sustain a global community, representative of all, including historically disadvantaged populations, which promotes the success of our people and enriches our decision making, engagement and the academic mission

Create physical and virtual spaces to advance collaboration and innovation

We will establish dedicated, accessible spaces across the University and region that provide a forum for interdisciplinary and creative interaction in research, learning, engagement and operations, and that showcase the impact of our work more broadly

Support the ongoing development of sustainable, healthy and connected campuses

We will advance both knowledge and practice in wellness and sustainability through the application of research-based innovation into operations, learning environments and infrastructure, working with relevant partners to improve transit to our campuses as a complement to continued leadership in housing support and to develop UBC as a 'digital campus'

Embed the values of diversity, equity, and inclusion to achieve inclusive excellence

We will change policies, processes and structures to guide decision making towards inclusive excellence, building institutional practice and individual capacity for intercultural fluency and engagement with difference through our curriculum, teaching and learning systems, and workplaces

Renew University-level systems and processes to facilitate collaboration, innovation and agility

To support both the academic mission and the public mandate of UBC, we will transform the ways in which we work through realigned IT systems, decision making structures and funding models that enable and encourage collaboration, experimentation, collegial governance and transparency



DRAFT STRATEGIES RESEARCH EXCELLENCE



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Draft Strategies — Research Excellence

Support transdisciplinary clusters of research excellence to grapple with major societal challenges

Building from early successes, we will invest in emerging and established research clusters that connect and support our faculty, trainees, staff and partners working in pursuit of common aims

Provide shared resources to enable new research directions and enhance research productivity

We will advance core support structures, facilities and spaces to enable our researchers to work effectively and productively in emerging research areas, with specialized resources for Indigenous and community-based research

Broaden access to student research experiences

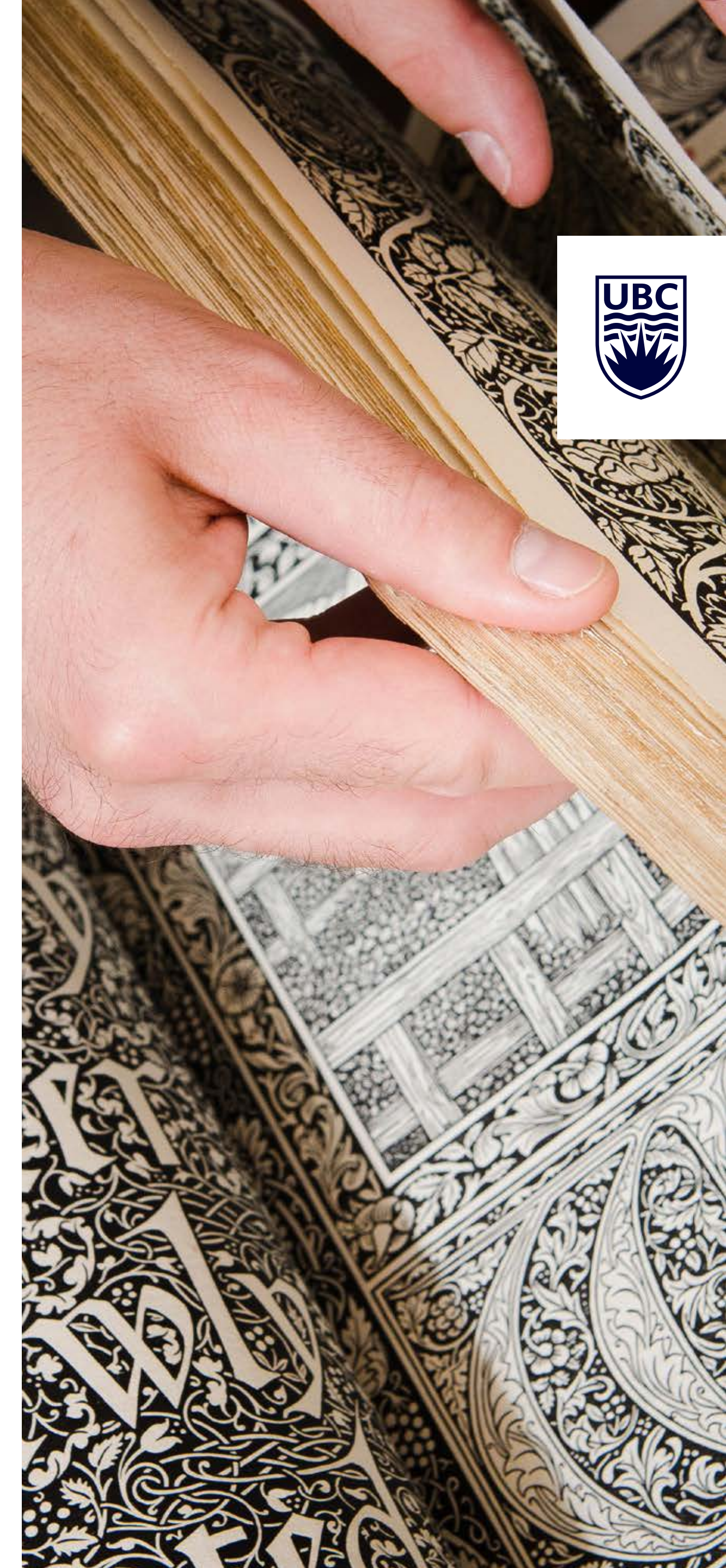
We will develop and embed new research opportunities for undergraduate students and enhance research mentorship for graduate students through a cross-University approach that connects students, faculty and other partners

Establish an ecosystem that supports the translation of research into action

We will create dedicated knowledge mobilization functions that provide personalized advice and service, mentorship and access to seed funding for students, faculty, staff and alumni, contributing to impactful change across regional and global communities

Foster a strong and diverse research culture that embraces the highest standards of integrity, collegiality and mentorship

We will institutionalize principles and practices that together define and embed a collaborative and inclusive culture supporting scholarship, discovery and knowledge mobilization, introducing and integrating the ways of knowing of Indigenous and other historically disadvantaged groups



DRAFT STRATEGIES TRANSFORMATIVE LEARNING



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Draft Strategies — Transformative Learning

Reframe undergraduate academic program design in competencies rather than credit hours

We will move towards competencies as a primary metric of program structure and completion, reflecting the growing premium on transferable and cognitive skills, and better engaging student curiosity and agency in how they acquire and demonstrate proficiency

Grow experiential, work-integrated and extended learning for students and alumni

We will work with industry and community partners to expand ‘learning by doing’ across academic programs, to strengthen student placement services, and to enhance offerings for alumni, practitioners and citizens that support the updating of skills and continuous learning

Drive sustained program renewal through integrated focus and data analytics

We will support faculty in evidence-informed innovation in curriculum, pedagogy and delivery that extends the momentum of initiatives such as Wieman and Flexible Learning, advancing excellence in teaching, mentorship and graduate supervision through integrated institutional support

Facilitate the development of interdisciplinary, problem-focused programs and courses

We will develop structures that foster and support collaboratively created academic initiatives, in particular programs and courses that enable students from different perspectives to work together on complex or emergent societal problems

Strengthen undergraduate and graduate student communities and experience

Through continued focus on student life, we will create opportunities for students to connect and develop outside of the classroom, ensuring that they feel engaged and supported during their time at UBC



DRAFT STRATEGIES COMMUNITY AND GLOBAL ENGAGEMENT



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Draft Strategies — Community and Global Engagement

Continue to promote the public relevance and impact of research and education

We will reinforce reciprocity, dialogue and knowledge exchange so that our academic endeavours are consistently known to the public, aligned with priority issues and respectful of associated communities, enabling us to take a lead role in shaping policy and achieving positive change

Support the objectives and actions of the renewed Indigenous Plan

We will nurture and restore connections with Indigenous colleagues and communities to listen, learn and partner on shared priorities in recruitment, research, programming and relationship building, including launching a UBC Truth and Reconciliation action plan

Reach, inspire and engage alumni through lifelong enrichment

Consistent with the *alumni UBC* plan, we will broaden and deepen engagement through programs and practices that nourish pride, empower personal growth and support professional development, with alumni at the core of our work to strengthen the culture of philanthropy across our campuses and communities

Build and sustain strategic global networks, notably across the Pacific Rim, Asia and along the West Coast, that enhance collective knowledge and impact

Through engagement and partnership, both at home and abroad, we will help students, faculty and staff broaden their perspectives, learn from peers elsewhere and together contribute to addressing challenges facing humanity

Co-create with communities the principle and effective practices of engagement and establish supporting infrastructure

We will work with diverse stakeholders to develop shared values, aligning our structures, processes, funding and incentives to reinforce effective practices, coordinate interactions and enhance awareness of our collective impact through authentic engagement





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