

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

Updated August 2012

Place and Promise: *The UBC Plan*

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 campus. 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. The plan was updated in August 2012.

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.



Commitments

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 across a wide range of 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.

Commitments

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 outstanding 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. | <p><i>Review and revise curriculum and pedagogy to ensure that they are informed by leading edge research on how people learn.</i></p> <p><i>Simplify and streamline program requirements and course prerequisites whenever possible to enhance flexibility and self-directed learning.</i></p> <p><i>Improve feedback mechanisms on teaching and learning through peer reviews and teaching evaluations.</i></p> <p><i>Further align the University rewards and recognition systems with student learning goals.</i></p> <p><i>Develop and implement benchmarks and key metrics related to the enhancement of teaching and learning, and as a part of the periodic academic reviews.</i></p> |
| 2 Strengthen efforts to promote student success. | <p><i>Develop and implement initiatives that support student engagement and achievement.</i></p> <p><i>Review and improve advising functions at UBC.</i></p> |
| 3 Expand educational enrichment opportunities, including research, a first year small class experience, international learning, community service learning, and co-op/practicum/internship opportunities. | <p><i>Provide undergraduate students with opportunities to pursue at least two enriched educational experiences during their course of studies.</i></p> |
| 4 Support student well-being, personal development and outstanding campus life. | <p><i>Continue the expansion of informal learning space and on-campus work opportunities, and implement Collegia locations for students who commute.</i></p> <p><i>Implement a coordinated strategy for communication with students.</i></p> <p><i>Support student-led initiatives to create a campus culture of involvement.</i></p> <p><i>Increase support for student health and wellbeing, with a specific focus on mental health.</i></p> |

Commitments

Research Excellence



The University creates and advances knowledge and understanding, and improves the quality of life through the discovery, dissemination and application of research across a wide range of 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

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|--|---|
| 1 Increase the quality and impact of UBC's research and scholarship. | <p><i>Support and enhance UBC researchers' grant funding competitiveness and success.</i></p> <p><i>Enhance infrastructure to support leading edge research.</i></p> <p><i>Foster UBC's globally influential areas of research excellence.</i></p> <p><i>Collaborate with faculties to measure research outputs and impact.</i></p> <p><i>Expand recruitment and retention of top ranked graduate students and postdoctoral fellows.</i></p> |
| 2 Be a world leader in knowledge exchange and mobilization. | <p><i>Increase the impact of UBC research through strengthened knowledge mobilization capacity and effectiveness (technology transfer, technology mobilization and knowledge transfer).</i></p> <p><i>Facilitate access of UBC personnel and alumni to entrepreneurship programs.</i></p> <p><i>Facilitate engagement of external communities in research and graduate training at UBC.</i></p> <p><i>Develop a system for making UBC research accessible in digital repositories, especially open access repositories.</i></p> |

Commitments

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

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| <p>1 Be a leader in fostering public understanding of societal issues and in stimulating action for positive change.</p> | <p><i>Facilitate deliberative public dialogue on issues of public concern and actively invite community participation.</i></p> <p><i>Facilitate engagement of faculty and students in public policy development.</i></p> <p><i>Work with local non-profit agencies and the public sector to inventory challenges and identify "action research" opportunities for students and faculty.</i></p> |
| <p>2 Be a leader in fostering social, cultural and economic well-being through lifelong learning and engagement with students, faculty, staff, alumni and the wider community.</p> | <p><i>Complete consultation on community engagement strategy.</i></p> <p><i>Strengthen our understanding of community interests in community service learning and sustaining community partnerships through the UBC Community Learning Initiative and Learning Exchange.</i></p> <p><i>Provide a broad scope of continuing studies programs to support students and life-long learners.</i></p> <p><i>Better define and assess "service" as part of the academic mission of the university.</i></p> <p><i>Increase community use of learning, cultural and outdoor venues on UBC's campuses and sites.</i></p> <p><i>Develop an effective approach to communications, supporting the full engagement of UBC with its communities.</i></p> <p><i>Work with community-based organizations to create a deeper understanding of how social sustainability can be achieved locally and globally.</i></p> |

Commitments

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: ?ey' Kʷəθ ?i xʷə?inamət ! Kʷu limpt p cyañip ala? Welcome.

Goal

Action

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| <p>1 Expand educational opportunities for Aboriginal people and widen opportunities for all students to learn about Aboriginal issues and perspectives.</p> | <p><i>Expand curriculum offerings focusing on Aboriginal issues and perspectives.</i></p> <p><i>Expand the professional development available to administrators, faculty, staff, and students in working productively with Aboriginal colleagues and discussing Aboriginal issues.</i></p> <p><i>Increase hiring of highly qualified Aboriginal faculty and staff.</i></p> <p><i>Strengthen programs supporting the entry, academic success, social support and wellbeing of Aboriginal students.</i></p> <p><i>Create and support programs that help prepare Aboriginal students for post-secondary education.</i></p> |
| <p>2 Increase engagement and strengthen mutually supportive and productive relationships with Aboriginal communities.</p> | <p><i>Develop critical community partnerships centered on initiatives of high value and priority for Aboriginal communities.</i></p> <p><i>Strengthen and expand research of benefit to Aboriginal communities developed with significant community collaboration.</i></p> <p><i>Strengthen and expand student involvement in Aboriginal community-based research and service learning with Aboriginal organizations.</i></p> <p><i>Create venues for dialogue with Aboriginal communities, and the broader public ,on significant issues.</i></p> <p><i>Provide faculty and staff with the means and professional development opportunities to effectively collaborate with Aboriginal individuals and communities.</i></p> |

Commitments

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.

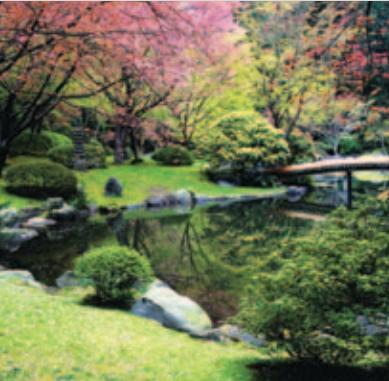
UBC is committed to a relationship of mutual contribution and benefit, confident that its effect will extend beyond any of our lifetimes.

Goal

Action

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| 1 Enrich the lives of graduates through a deeper connection to UBC, and help the University achieve its vision. | <p><i>Foster the growth and development of UBC's alumni communities.</i></p> <p><i>Create access for all alumni to a ready network of peers and the UBC learning environment.</i></p> <p><i>Prepare UBC students to make the most of their UBC networks.</i></p> |
| 2 Increase alumni commitment to UBC through an expansion of opportunities for lifelong engagement. | <p><i>Expand University-wide efforts to engage alumni and increase the capacity of the Alumni Association to support this endeavor and promote UBC.</i></p> <p><i>Build positive regard for UBC through all alumni activities.</i></p> <p><i>Build a new Alumni Centre that will serve as a dynamic welcome centre on the Vancouver campus, bringing together all members of the campus community.</i></p> |

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

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| <p>1 Increase awareness and experience of the benefits of intercultural learning and developing intercultural fluency.</p> | <p><i>Complete consultation on the intercultural Strategic Plan.</i></p> <p><i>Expand learning opportunities encouraging cultural diversity, dialogue and debate.</i></p> <p><i>Promote effective intercultural professional development for faculty and staff.</i></p> <p><i>Establish intercultural understanding as a core leadership competency.</i></p> <p><i>Foster thought-leadership in the area of intercultural understanding and social sustainability.</i></p> |
| <p>2 Remove barriers to greater diversity within the University, including those faced by historically disadvantaged groups.</p> | <p><i>Improve processes and supports to achieve an excellent and diverse student, staff and faculty body.</i></p> <p><i>Enhance accessibility of the physical environment at UBC for people with disabilities.</i></p> <p><i>Expand opportunities to safely express opinions and converse on issues of cultural diversity at all levels of the university.</i></p> |

Commitments

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.

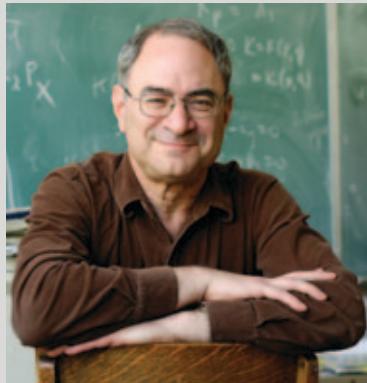
Goal

Action

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| 1 Increase the capacity of UBC students, faculty, staff, and alumni to engage internationally. | <p><i>Foster student participation in learning and service abroad.</i></p> <p><i>Complete Okanagan campus international strategy.</i></p> <p><i>Increase participation of graduate students and other researchers in collaborative projects with international counterparts.</i></p> <p><i>Improve the level of information available to students, faculty and staff on UBC's international connections.</i></p> |
| 2 Strengthen UBC's presence as a globally influential university. | <p><i>Increase the number of substantial strategic partnerships in regions of priority to UBC.</i></p> <p><i>Strengthen UBC's role in international development.</i></p> |

Commitments

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.
- *Guatama 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

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| 1 Be the place of choice for outstanding faculty and staff. | <p><i>Ensure processes and supports are in place to recruit first choice applicants for staff and faculty positions.</i></p> <p><i>Expand opportunities for professional and personal development and career progression at UBC.</i></p> <p><i>Expand faculty/staff relocation services to the Okanagan campus.</i></p> <p><i>Increase linkages between performance and academic priorities, administrative effectiveness and the budget framework.</i></p> <p><i>Develop and implement effective communication vehicles for faculty and staff.</i></p> |
| 2 Be a healthy, inspiring workplace that cultivates well-being, resilience and commitment, and be responsive to the family needs of faculty and staff. | <p><i>Increase coordination of mid-level plans to provide a respectful, inclusive and collegial work environment.</i></p> <p><i>Diversify and expand healthy workplace initiatives.</i></p> <p><i>Ensure that academic and administrative heads and directors have the training, time and support they require to be effective.</i></p> <p><i>Continue to implement recommendations of the Task Force on Family Responsibilities.</i></p> |

Commitments

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

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| <p>1 Ensure UBC's economic sustainability by aligning resources with the University vision and deploying them in a sustainable and effective manner.</p> | <p><i>Strengthen the strategic and financial planning culture at the faculty and unit level.</i></p> <p><i>Provide a solid financial foundation for long-term success through continuous improvement and active revenue management.</i></p> |
| <p>2 Make UBC a living laboratory in environmental and social sustainability by integrating research, learning, operations, and industrial and community partners.</p> | <p><i>Demonstrate leading edge solutions by deploying innovative technologies and testing social acceptance; and by leveraging the municipal size of the campus and of UTown@UBC.</i></p> <p><i>Make UBC an agent of change through innovation integration, demonstration and inspiration.</i></p> |
| <p>3 Create a vibrant and sustainable community of faculty, staff, students and residents.</p> | <p><i>Meet the social needs of faculty, staff and students, from local and affordable housing, to childcare and transportation.</i></p> <p><i>Expand the vibrant, sustainable and affordable UTown@UBC Community.</i></p> <p><i>Physically deliver "Place of Mind" throughout the Okanagan and Vancouver campuses by weaving outstanding academic and cultural infrastructure into an inviting and inspiring public realm.</i></p> |

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 liters

SOLID WASTE NOT GENERATED

485.8 kilograms

NET GREENHOUSE GASES PREVENTED

957 kilograms

ENERGY NOT CONSUMED

16,148,211 BTUs



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.

