

Evolving Strategic Plan

DRAFT

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January 30, 2015 (Executive Committee of the Board of Governors)



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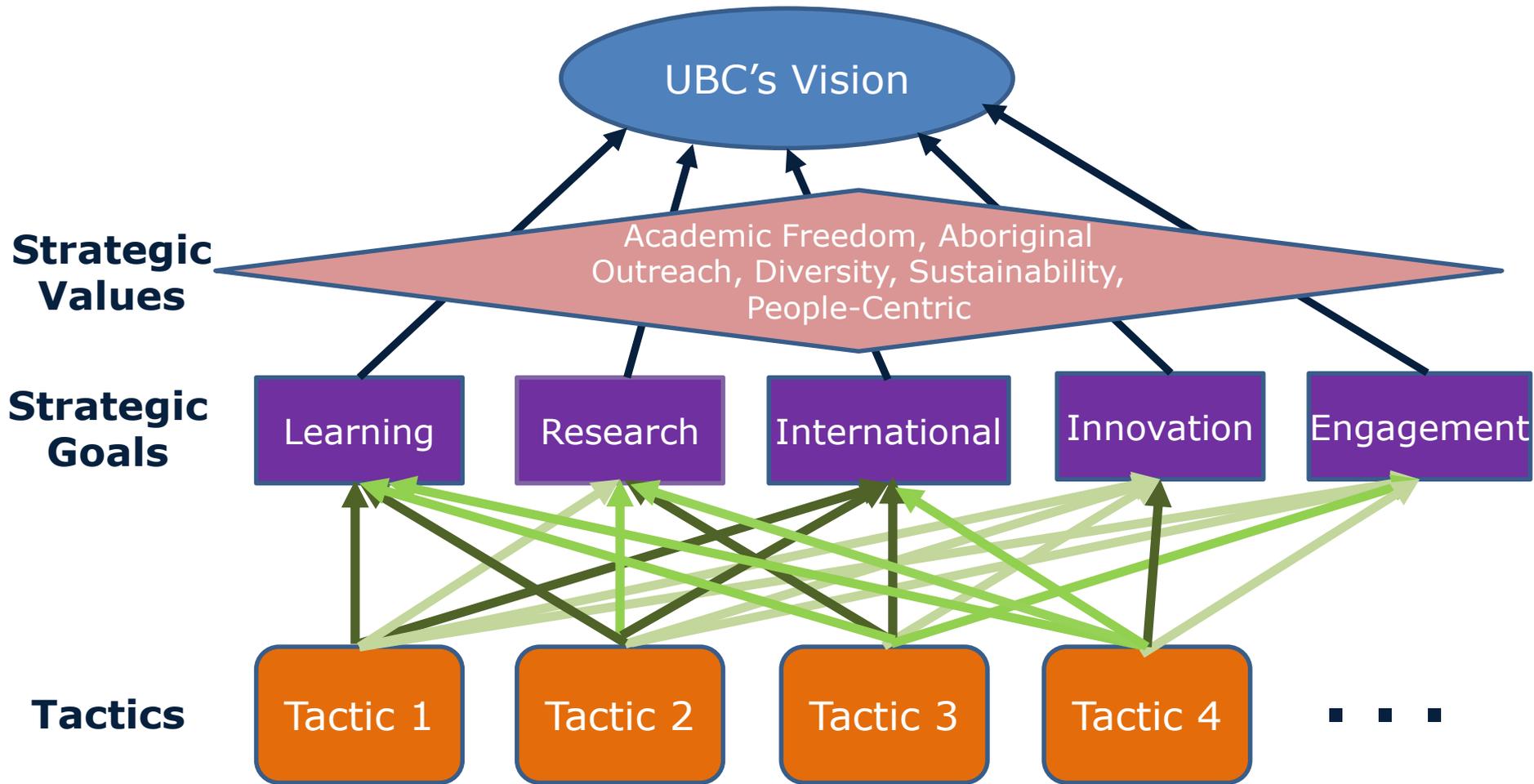
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Anatomy of the Plan



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UBC's 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.



Where we are

- Plan is a refinement of Place and Promise
- Draft outline in the installation address
- Informal consultation with the community started
- Formal consultation with:
 - Senate
 - Deans and Heads
 - Faculty and students
- Tactics and Programs:
 - Continue developing those aligned with Place and Promise
 - Main focus are those that speak to our core mandate



UBC's Vision Statement



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Proposed Strategic Goals



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UBC as a Place for Learning

Goal: Create a **student-centric life-long** learning platform

Strategic Milestones:

- Experiential learning strategy: co-ops, internships, international, community engagement, research, etc.
- Flexible learning platform
- **Leader in professional graduate training**
- Intertwine research and teaching mandate
- **Expand financial support for those in need**
- **Expansive merit-based support for the best**
- Attract and retain the very best professors
- Encompassing wellness, mental health strategy
- **Articulation strategy between the two campuses**
- Outreach to severely under-represented groups



UBC as a Place for Research

Goal: Recognized as a **top 10 public research institution**

Strategic Milestones:

- Build on strength and in emerging areas
- **Expansive distinguished professor hiring**
- **Success in critical competitions (CFREF, CFI, CERC, etc)**
- **Attract the best grad students and PDFs**
 - **Position UBC amongst top 3 in Canada for graduate support**
- Intertwine research and teaching mandate
- Boost UBC's research performance: Top 2 in per-capita funding



UBC as an International Place

Goal: Canada's **most internationally engaged** university

Strategic Milestones:

- Build a meaningful international engagement strategy
- Focus on regions/universities of interest within broader context
- **Focus international strategy on core academic mission**
 - True two-way student mobility (ex. Vancouver Summer Program)
 - Tie international recruiting to international strategy
- Ensure service to international communities, students, faculty
- Increasingly expand community engagement to include international communities



UBC as a Place for Innovation

Goal: Weave key societal challenges in our academic mission

Strategic Milestones:

- Listen to the needs of society in building the academic mission
- Proactively build two-way bridges to society
- Expansive experiential learning platform (Co-ops, internships, etc)
- Continuing education strategy tuned to the needs of society
- Professional graduate programs for professional communities
- Significantly expand academic-industry research partnerships
- Develop a coherent capstone project partnership strategy
- Develop a full outreach strategy, initially for Vancouver/Kelowna and then expanding to BC, Canada, and the globe



UBC as a Place for Engagement

Goal: Become **increasingly intertwined** with our communities

Strategic Milestones:

- **Expand cultural, athletic, academic links with communities**
- Links to aboriginal, under-represented communities
- Understand how UBC can contribute to the social and economic aspirations of its communities
- **Develop joint programming between UBC and the community**
- Stronger communication, transportation links to the community
- Synergetic ties to municipal governments
- **Expansive experiential learning**
- Better utilize campus facilities by external stakeholders
- Alumni network as critical tool for engagement
- Expand the UBC footprint into communities (virtual, physical, transportation links, etc)



Core Tactics



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Distinguished Faculty Hiring/Recognition

Overview:

- Strategically hire the best researchers.
- Internal recognition for the best ~3% of researchers.

Description:

- 20 new (external) distinguished research professorships annually
- Up to 5 faculty annually recognized for research excellence
- Awarded competitively; cost shared with Faculties
- Multi-disciplinarity, excellence, strategic positioning
- Back-stop applications for major initiatives (CFREF, CERC, etc)
- Begin in Fall, 2015 for new positions after July 1, 2016
- Expenditure: \$5M growing to \$55M over 10 years

Outcome:

- Build and recognize areas of global research strength
- Undergrad and grad students have access to the best mentors
- Position UBC for success in Federal research competitions
- Forestall further deterioration in Student:Faculty ratios
- Substantially raise UBC's reputation over a 20 year period



Enhance Environment for Faculty

Overview: Ensure UBC environment supports attracting and retaining exceptional faculty.

Description:

- Revise **faculty housing assistance plan** to be more impactful.
- Enhance support for **faculty/staff/student daycare**
- Formalize a faculty **spousal hiring** program
- Programs to be transitioned starting in Fall, 2015
- Expenditures: **\$600K growing to \$4M over 10 years**

Outcome:

- Proactive, transparent, managed process to ensure all faculty have the support for a productive and sustaining life at UBC



Grad. Student and PDF Support

Overview: Ensure UBC is positioned competitively to attract the top graduate students and post-docs.

Description:

- Develop strategic initiatives that enable us to attract and retain excellent graduate students
- Address UBC's 7th position in grad. support (target to be in top 3)
- Focus on PhD (research) students
- Funding is competitive and cost-shared with Faculties/Departments
- Back-stops applications for major initiatives (CFREF, CERC, etc)
- Top-up international programs and partnerships
- Program to begin in Fall, 2015 for new students after July 1, 2016
- Expenditures: \$4M growing to \$35M over 10 years

Outcome:

- Enhance research strength by attracting the best research students
- Attract significant external graduate/pdf support
- Over time PhD program will grow through enhanced external support
- Provide additional mentors for undergraduate students



Undergraduate Experiential Learning

Overview: Build a fulsome, evidence-based experiential learning platform

Description:

- Systematically develop comprehensive experiential learning:
 - Co-ops and internships
 - International Exchanges
 - Research Projects
 - Community based learning
 - Work-learn programs
- Explore potential for UBCO to become a year-around broad-based fully integrated experiential-learning campus
- Expenditures: \$3M growing to \$14M over 10 years

Outcome:

- Strong evidence experiential learning gives better life outcomes
- Position UBC as a leader in this arena
- Differentiates UBCO: Will draw students, researchers, partners
- Substantially raise UBC's reputation in undergraduate education



Enhance Bursaries/Scholarships

Overview: Build a sustainable need-based and merit-based student support.

Description:

- UBC a leader in student support (Policy 72)
- But additional student support is needed (and growing)
- Goal: Utilize Centennial as a focal point for community support
- Use TREK endowment strategically for long-term student support
- Goal: \$30M program utilizing \$10M TREK endowment
- Expenditure: \$0 (\$10M of TREK targeted to student support)

Outcome:

- Triple the amount of funding towards student support
- Create a long-term Centennial legacy for students
- Ascertain ability to strategically leverage endowment

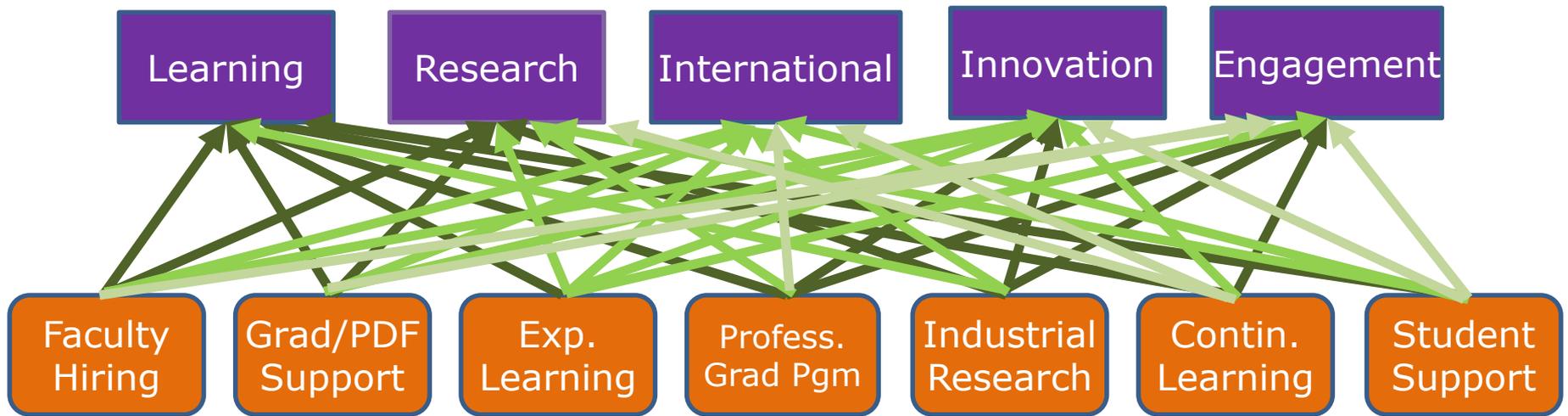


Putting it Together



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Cross-Fertilization

Tactic	Learning	Research	International	Innovation	Engagement
Faculty Hiring/ Recognition	Dark Green	Dark Green	Light Green	Light Green	Light Green
Grad student/ PDF support	Dark Green	Dark Green	Light Green	Light Green	Light Green
Undergrad Exper. Learning	Dark Green	Light Green	Light Green	Light Green	Light Green
Professional Grad. Programs	Dark Green	Light Green	Light Green	Dark Green	Dark Green
Industrial Research	Light Green	Dark Green	Light Green	Dark Green	Dark Green
Enhance Continuing Ed.	Dark Green	Light Green	Light Green	Light Green	Dark Green
Enhance Student Support	Dark Green	Light Green	Light Green	Light Green	Light Green



TimeLine

Tactic	Summer, 15	Fall, 15	Spring, 16	Summer, 16	Fall, 16
Faculty Hiring/ Recognition	Announced	Recruitment	First awards	Faculty arrive	Faculty awards
Grad student/ PDF support	Announced	Recruitment	First awards	Students arrive	Students arrive
Undergrad Exper. Learning	In planning	In planning	Central co-op office	Outreach	Companies on- campus
Professional Grad. Programs	Pilot programs being readied	Pilot programs launched	New programs approved	Expansion	Expansion
Industrial Research	Outreach structures	First projects solicited	First projects launched	Expansion	Expansion
Enhance Continuing Ed.	Market study, Best-practices	Market study, Best-practices	Office reorganization	Program Launch	Program Underway
Enhance Student Support	Program launched	Program Underway	Program Underway	Evaluation and Next Steps	



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Deliverables

Tactic	Short-term	Medium-term	Long-term
Faculty Hiring/ Recognition	Bench-mark winners vs. Other Faculty	Average research funding	Leadership of strategic research groups
Grad student/ PDF support	UBC first choice of applicants	External awards	Time-line for completion Placement of students
Undergrad Exper. Learning	Opportunities generated Student demand	Planning for UBCO	UBCO transformed
Professional Grad. Programs	Number of programs	Ability of programs to grow	Expansive program with strong buy-in
Industrial Research	Growing number of partnerships	Growing industrial funding	Growing industrial funding
Enhance Continuing Ed.	Proper market study of potential	Growing continuing education	Expansive program with significant return
Enhance Student Support	Program successfully launched	Program milestones achieved	Expansion of strategy to other priorities



The Evolving Strategy



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Other Tactics being Developed

- The following are in various stages of development
 - Boost Cross-Campus Research Collaborations
 - Deepen student support (mental health, career counselling, athletic precinct, cultural precinct)
 - **Academic Health Science Network**
 - Create proactive outward facing service for engagement: Academic, cultural, athletic, community outreach
 - **Market oriented continuing studies**
 - International industry-academic research partnerships



Strategy Time-Line

- Installation Address (Fall, 2014)
- Executive Retreat (Fall, 2014)
- Informal consultations with faculty (Spring, 2015)
- Deans and Heads Consultation (Spring, 2015)
- Executive Retreat (Spring, 2015)
- **BoG Strategic Retreat (Summer, 2015)**
- Formal Consultation Launched (Fall, 2015)
- Executive Retreat (Fall, 2015)
- Senate Strategic Retreats (Fall, 2015)
- Executive Retreat (Spring, 2016)
- Deans and Heads Consultation (Spring, 2016)
- Formal Consultation Ends (Spring, 2016)
- **BoG Strategic Retreat (Summer, 2016)**
- Final Review by Senate (Fall, 2016)
- **Submitted for BoG Approval (Fall, 2016)**
- Strategy launched (Spring, 2017)



Delivering the Strategy



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Organizational Support

- Each program requires cross-portfolio planning, coordination
- Build simultaneously across both campuses
- Strong project-management ability
- Ensure focus vis-à-vis other priorities
- Main responsibility of the Executive Council Office (ECO)
 - Policy analysis (ensure best practices)
 - Project management (program conception to implementation)
 - Cross-portfolio coordination
 - Project resourcing and support
 - Evaluation and outcome framework
- ECO reports to the President, accountable to Executive Team



Forming the ECO

- ECO-like functions currently in 3 groups in Provost Office
 - Strategic Decision Support Group (SDS)
 - Institutional Analysis (PAIR)
 - Special Advisor to the Executive (SAE)
- Restructure SDS and SAE
 - Smaller SDS in Provost Office
 - Remainder becomes ECO in President's Office
- PAIR will work closely with both SDS and ECO.
- Location of PAIR (Provost or President's office) in discussion.
- Expected restructuring April, 2015.

