



## VISION STATEMENT

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	
STUDENT LEARNING	Aboriginal Engagement
	Alumni Engagement
RESEARCH EXCELLENCE	Intercultural Understanding
	International Engagement
COMMUNITY ENGAGEMENT	Outstanding Work Environment
	Sustainability
... towards global citizenship and a civil and sustainable society ...	

**COMMITMENTS listed alphabetically***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.

*Community Engagement*

The University serves and engages society to enhance economic, social and cultural well-being.

*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.

*Research Excellence*

The University creates and advances knowledge and understanding, and improves the quality of life through the discovery, dissemination and application of research within and across disciplines.

*Student Learning*

The University provides the opportunity for transformative student learning through outstanding teaching and research, enriched educational experiences and rewarding campus life.

*Sustainability*

The University explores and exemplifies all aspects of economic, environmental and social sustainability.

**GOALS AND ACTIONS****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.

Goal	Action
<ul style="list-style-type: none"> <li>expand educational opportunities for Aboriginal people and widen opportunities for all students to learn about Aboriginal issues and perspectives</li> </ul>	<ul style="list-style-type: none"> <li>strengthen programs of academic and social support for Aboriginal students</li> </ul>
	<ul style="list-style-type: none"> <li>expand curriculum offerings focusing on Aboriginal issues and perspectives</li> </ul>
	<ul style="list-style-type: none"> <li>increase hiring of highly qualified Aboriginal faculty and staff</li> </ul>
	<ul style="list-style-type: none"> <li>create and support programs that help prepare Aboriginal students for post-secondary education</li> </ul>
<ul style="list-style-type: none"> <li>increase engagement with Aboriginal communities in mutually supportive and productive relationships</li> </ul>	<ul style="list-style-type: none"> <li>increase service learning opportunities with Aboriginal organizations and schools with significant Aboriginal populations</li> </ul>
	<ul style="list-style-type: none"> <li>strengthen and expand research grounded in significant community collaboration and consultation</li> </ul>
	<ul style="list-style-type: none"> <li>create venues for dialogue with Aboriginal communities and the broader public on significant issues</li> </ul>

**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.

Goal	Action
<ul style="list-style-type: none"> <li>enrich the lives of graduates through a deeper connection to UBC, and help the University achieve its vision</li> </ul>	<ul style="list-style-type: none"> <li>create opportunities for alumni to connect intellectually with the University</li> </ul>
	<ul style="list-style-type: none"> <li>develop volunteer opportunities that are valuable for alumni and the University</li> </ul>
	<ul style="list-style-type: none"> <li>partner with students and graduates to build highly engaged alumni communities</li> </ul>
<ul style="list-style-type: none"> <li>increase alumni commitment to UBC through an expansion of opportunities for lifelong engagement</li> </ul>	<ul style="list-style-type: none"> <li>expand University-wide efforts to engage alumni</li> </ul>
	<ul style="list-style-type: none"> <li>build positive regard for UBC through inspiring events, effective communications and outstanding services</li> </ul>
	<ul style="list-style-type: none"> <li>build a new Alumni Centre that will serve as a dynamic welcome centre on the Point Grey campus, bringing together all members of the campus community</li> </ul>

**COMMUNITY ENGAGEMENT**

The University serves and engages society to enhance economic, social and cultural well-being.

Goal	Action
<ul style="list-style-type: none"><li>dedicate University resources to public understanding of societal issues and stimulate action for positive change</li></ul>	<ul style="list-style-type: none"><li>facilitate deliberative public dialogue on issues of public concern and actively invite community participation</li></ul>
	<ul style="list-style-type: none"><li>facilitate engagement of faculty and students in public policy development</li></ul>
<ul style="list-style-type: none"><li>be a leader in fostering student, faculty, staff and alumni engagement within the wider community</li></ul>	<ul style="list-style-type: none"><li>increase student, faculty and staff participation in community service learning, community based research and service to the community</li></ul>
	<ul style="list-style-type: none"><li>better define and assess “service” for purposes of tenure and promotion</li></ul>
	<ul style="list-style-type: none"><li>increase community use of learning, cultural and outdoor venues on UBC’s campuses and sites</li></ul>

**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.

Goal	Action
<ul style="list-style-type: none"><li>increase awareness and experience of the benefits of intercultural learning</li></ul>	<ul style="list-style-type: none"><li>expand learning opportunities encouraging cultural diversity, dialogue and debate</li></ul>
	<ul style="list-style-type: none"><li>promote effective inter-cultural professional development for faculty and staff</li></ul>
<ul style="list-style-type: none"><li>remove barriers to greater cultural and intellectual diversity within the University, including those faced by historically disadvantaged groups</li></ul>	<ul style="list-style-type: none"><li>improve processes and supports to achieve an excellent and diverse student, staff and faculty body</li></ul>
	<ul style="list-style-type: none"><li>enhance accessibility of the physical environment at UBC for people with disabilities</li></ul>



## INTERNATIONAL ENGAGEMENT

The University creates rich opportunities for international engagement for students, faculty, staff, and alumni, and collaborates and communicates globally.

Goal	Action
<ul style="list-style-type: none"> <li>increase the capacity of UBC students, faculty, staff, and alumni to engage internationally</li> </ul>	<ul style="list-style-type: none"> <li>increase student participation in learning and service abroad</li> </ul>
	<ul style="list-style-type: none"> <li>increase the international dimension of UBC's educational opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>increase support for international collaborations by faculty, staff and alumni</li> </ul>
	<ul style="list-style-type: none"> <li>expand recruitment of outstanding students and faculty from around the world</li> </ul>
<ul style="list-style-type: none"> <li>strengthen UBC's presence as a globally influential university</li> </ul>	<ul style="list-style-type: none"> <li>increase the number of substantial strategic partnerships in regions of priority to UBC</li> </ul>
	<ul style="list-style-type: none"> <li>enhance UBC's scholarly communications on global issues, including on the web</li> </ul>
	<ul style="list-style-type: none"> <li>strengthen UBC's role in international development</li> </ul>

## 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.

Goal	Action
<ul style="list-style-type: none"> <li>be the place of choice for outstanding faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>ensure processes and supports are in place to recruit first choice applicants</li> </ul>
	<ul style="list-style-type: none"> <li>provide faculty and staff with the means and professional development opportunities to fulfil UBC's vision, values and commitments</li> </ul>
	<ul style="list-style-type: none"> <li>establish a faculty/staff relocation office</li> </ul>
<ul style="list-style-type: none"> <li>be a healthy, inspiring workplace that cultivates well-being, resilience and commitment, and be responsive to the family needs of faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>develop an integrated strategy to create a respectful, inclusive and collegial work environment</li> </ul>
	<ul style="list-style-type: none"> <li>increase support for healthy workplace initiatives</li> </ul>
	<ul style="list-style-type: none"> <li>provide a variety of affordable on-campus housing and childcare options</li> </ul>
	<ul style="list-style-type: none"> <li>ensure that academic and administrative heads and directors have the training, time and support they require to be effective</li> </ul>



<b>RESEARCH EXCELLENCE</b> <b>The University creates and advances knowledge and understanding, and improves the quality of life through the discovery, dissemination and application of research within and across disciplines.</b>	
Goal	Action
<ul style="list-style-type: none"> <li>increase the quality and impact of UBC's research and scholarship</li> </ul>	<ul style="list-style-type: none"> <li>focus efforts on areas of excellence</li> </ul>
	<ul style="list-style-type: none"> <li>increase UBC research and graduate support funding in both absolute and relative terms, including support from non-traditional sources</li> </ul>
	<ul style="list-style-type: none"> <li>improve infrastructure to support leading edge research</li> </ul>
	<ul style="list-style-type: none"> <li>expand recruitment of top ranked graduate students and postdoctoral fellows</li> </ul>
<ul style="list-style-type: none"> <li>be a world leader in knowledge exchange and mobilization</li> </ul>	<ul style="list-style-type: none"> <li>increase emphasis on engaging external communities in research at UBC</li> </ul>
	<ul style="list-style-type: none"> <li>expand the multiplicity of knowledge exchange channels, such as global access licensing</li> </ul>
	<ul style="list-style-type: none"> <li>develop a campus strategy for making UBC research accessible in digital repositories, especially open access repositories</li> </ul>

<b>STUDENT LEARNING</b> <b>The University provides the opportunity for transformative student learning through outstanding teaching and research, enriched educational experiences and rewarding campus life.</b>	
Goal	Action
<ul style="list-style-type: none"> <li>enhance the quality and impact of teaching for all students</li> </ul>	<ul style="list-style-type: none"> <li>review and revise curriculum and pedagogy to ensure that they are informed by leading edge research and research on how people learn</li> </ul>
	<ul style="list-style-type: none"> <li>simplify and streamline program requirements and course prerequisites whenever possible to enhance flexibility and self-directed learning</li> </ul>
	<ul style="list-style-type: none"> <li>ensure that periodic academic reviews include an assessment of educational outcomes for all programs</li> </ul>
	<ul style="list-style-type: none"> <li>further align the University rewards and recognition systems with student learning goals</li> </ul>
<ul style="list-style-type: none"> <li>expand educational enrichment opportunities, including research, a first year small class experience, international learning, community service learning, and co-op/ practicum/ internship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>provide undergraduate students with at least two enriched educational opportunities during their course of studies</li> </ul>



<ul style="list-style-type: none"> <li>support student well-being, personal development and positive affiliation with UBC through outstanding campus life programs and service excellence</li> </ul>	<ul style="list-style-type: none"> <li>continue the rapid expansion of student housing, informal learning space and on-campus work opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>implement a coordinated strategy for communication with students</li> </ul>
	<ul style="list-style-type: none"> <li>ensure regular assessment of the overall student experience, including alumni feedback</li> </ul>
	<ul style="list-style-type: none"> <li>support student led initiatives to create a campus culture of involvement</li> </ul>

## SUSTAINABILITY

The University explores and exemplifies all aspects of economic, environmental and social sustainability.

Goal	Action
<ul style="list-style-type: none"> <li>ensure UBC economic sustainability by aligning resources with the University vision and strategic plan and deploying them in a sustainable and effective manner</li> </ul>	<ul style="list-style-type: none"> <li>implement a budgeting framework that allocates resources based on strategic goals, including enrolment, with accounting simplification to improve financial control</li> </ul>
	<ul style="list-style-type: none"> <li>deliver a balanced budget annually, through active revenue management and a constant search for effectiveness and efficiencies</li> </ul>
	<ul style="list-style-type: none"> <li>provide a solid financial foundation for long-term success through land revenues, asset management and the launching of a significant fundraising campaign</li> </ul>
<ul style="list-style-type: none"> <li>make UBC a living laboratory in environmental sustainability by combining its sustainability leadership in teaching, research and operations</li> </ul>	<ul style="list-style-type: none"> <li>establish a widely shared baseline of the UBC carbon footprint, moving towards carbon neutrality in our operations</li> </ul>
	<ul style="list-style-type: none"> <li>integrate the University's physical operations with its research and teaching mandate as a living laboratory</li> </ul>
<ul style="list-style-type: none"> <li>foster social sustainability through teaching, research and community engagement that promote vibrant human interaction and community cohesion</li> </ul>	<ul style="list-style-type: none"> <li>work with the AMS to build a new student union building that will serve as a dynamic centre for student life</li> </ul>
	<ul style="list-style-type: none"> <li>work with community based organizations to create a deeper understanding of how social sustainability can be achieved locally and globally</li> </ul>
<ul style="list-style-type: none"> <li>create a vibrant and sustainable community supported by exemplary governance</li> </ul>	<ul style="list-style-type: none"> <li>strengthen community governance to further take up UBC's lead in sustainability initiatives</li> </ul>
	<ul style="list-style-type: none"> <li>develop and implement campus and community plans that promote pedestrian friendly campuses with an integrated transportation infrastructure and a lively public realm</li> </ul>