



# UBC's STRATEGIC DIRECTIONS 2025-2030

YEAR 1 ACTIONS AND KEY PERFORMANCE INDICATORS

Senate Meeting  
October 2025

# UBC's Strategic Directions 2025-2030

Strategic Direction	Executive Leads
<p><b>Create Flexibility for Learners</b> Increase program and pathway flexibility, interdisciplinarity, access and agency for diverse learners.</p>	<p>Provosts</p>
<p><b>Discover and Innovate for Impact</b> Accelerate excellence in research, scholarship and teaching approaches that translate into learner, economic and societal impact.</p>	<p>VP Research and Innovation Provosts</p>
<p><b>Enhance Experiential Education</b> Enhance experiential education opportunities to provide learners with knowledge and skills to navigate and contribute to an evolving, complex workplace and society.</p>	<p>Provosts Principal and Deputy Vice-Chancellor</p>
<p><b>Excel in the Development and Application of Emerging Technologies</b> Advance the creation and responsible use of emerging technologies, particularly AI, for research, teaching, student learning, and operations.</p>	<p>VP Research and Innovation Provosts</p>
<p><b>Maximize UBC System Strengths</b> 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 the province.</p>	<p>President and Vice-Chancellor Principal and Deputy Vice-Chancellor</p>
<p><b>Nurture a Strong and Vibrant UBC Community</b> Further enhance our UBC sense of community and spirit so students, faculty and staff feel a strong sense of belonging and take pride in being part of UBC.</p>	<p>VP Human Resources VP Students</p>
<p><b>Partner for Purpose</b> Expand the number and scope of reciprocal partnerships that address the critical, diverse and emergent needs of the people and communities of BC, Canada and the world.</p>	<p>VP Research and Innovation VP External Relations VP Development and Alumni Engagement</p>

# Year 1 Actions



# Create Flexibility for Learners

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

## Executive Leads: Provosts

1. Increase the number of flexible program offerings, such as micro-credentials, stackable courses, condensed courses, and online learning opportunities in areas of demand and UBC expertise.
2. Identify and remove barriers, promote cross-campus pathways and mobility, and pilot intercampus international students' recruitment strategies.
3. Pilot at UBC Okanagan opportunities to increase admission access points for undergraduate programming (e.g., January or May start dates).



# Discover and Innovate for Impact

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

## **Executive Leads: VP Research and Innovation, Provosts**

1. Deepen the understanding of the value of undergraduate research and develop a plan to increase undergraduate research opportunities.
2. Develop infrastructure and associated support for climate resilience and bio-innovation research and innovation activities across two campuses.



# Enhance Experiential Education

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

## **Executive Leads: Provosts, Principal and Deputy Vice-Chancellor**

1. Advance a shared, institution-wide commitment and vision for experiential education that articulates its role, breadth of opportunities, and the core competencies it cultivates, while establishing a consistent, system-wide approach to data collection, tracking and reporting.
2. Enhance student awareness of the value of experiential education, and expand access for all by addressing barriers, supporting navigation, and highlighting opportunities.



# 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.*

## Executive Leads: VP Research and Innovation, Provosts

1. Deliver digital infrastructure and support to enable the use of AI in research, pedagogical development and learning.
2. Equip students with ethical AI literacies through training and support programs and enable faculty integration and evaluation of AI in curriculum development and pedagogy to advance innovation and learner preparedness.



# 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 the province.*

**Executive Leads: President and Vice-Chancellor,  
Principal and Deputy Vice-Chancellor**

1. Develop a comprehensive system admissions approach that allows for distinct recruitment strategies for both campuses.
2. Develop academic priorities for UBC Okanagan to establish a more distinct identity and help shape the campus' future.
3. Advance the Budget Reimagination project to ensure strategic resource allocation across the whole of UBC.



# 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 and take pride in being part of UBC.*

**Executive Leads: VP Human Resources, VP Students**

1. Deliver community experiences that foster connection and belonging for students, faculty, staff and alumni across all areas of the University.
2. Refresh the University's Wellbeing Strategic Framework to align with evolving needs.

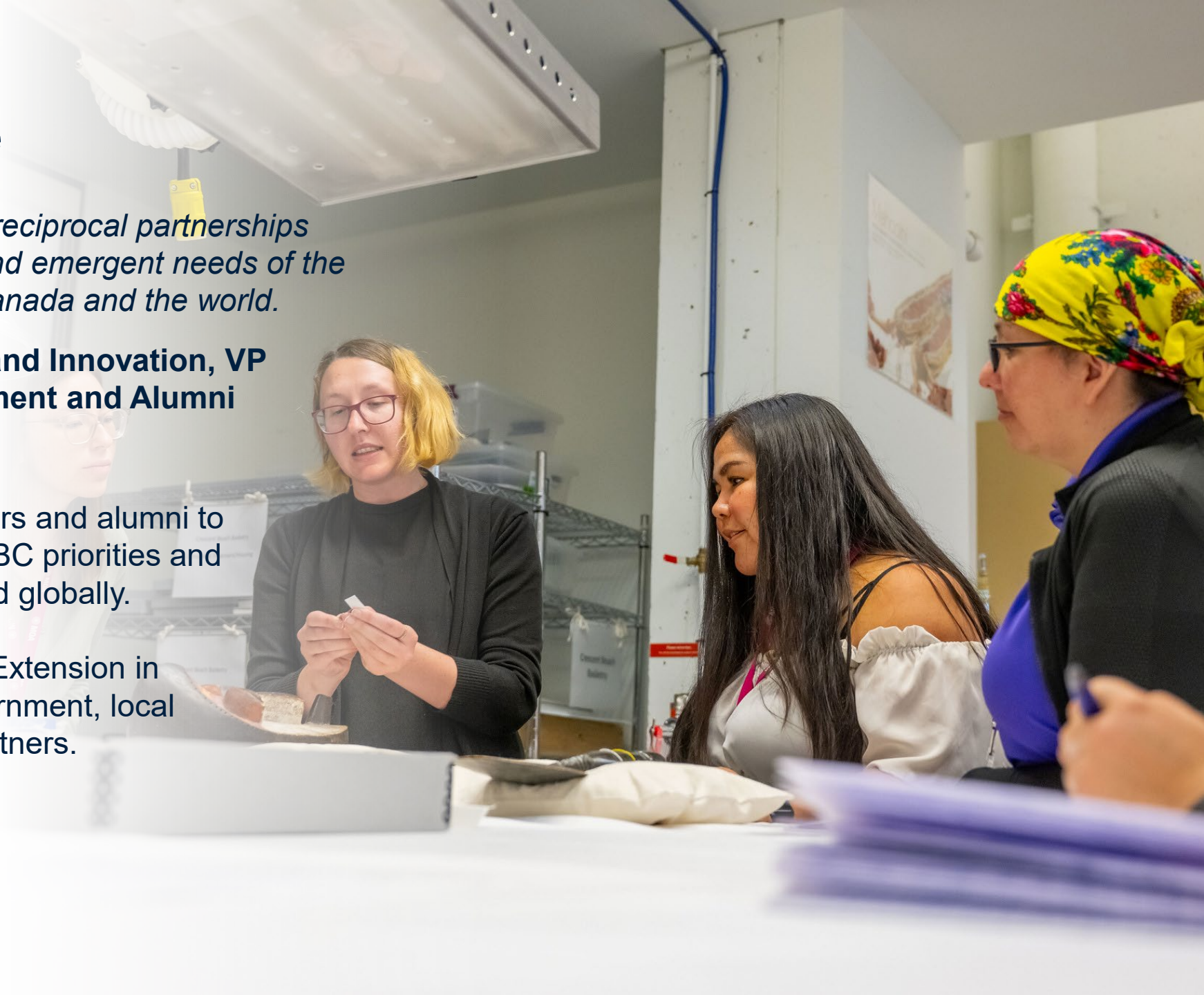


# Partner for Purpose

*Expand the number and scope of reciprocal partnerships that address the critical, diverse and emergent needs of the people and communities of BC, Canada and the world.*

**Executive Leads: VP Research and Innovation, VP External Relations, VP Development and Alumni Relations**

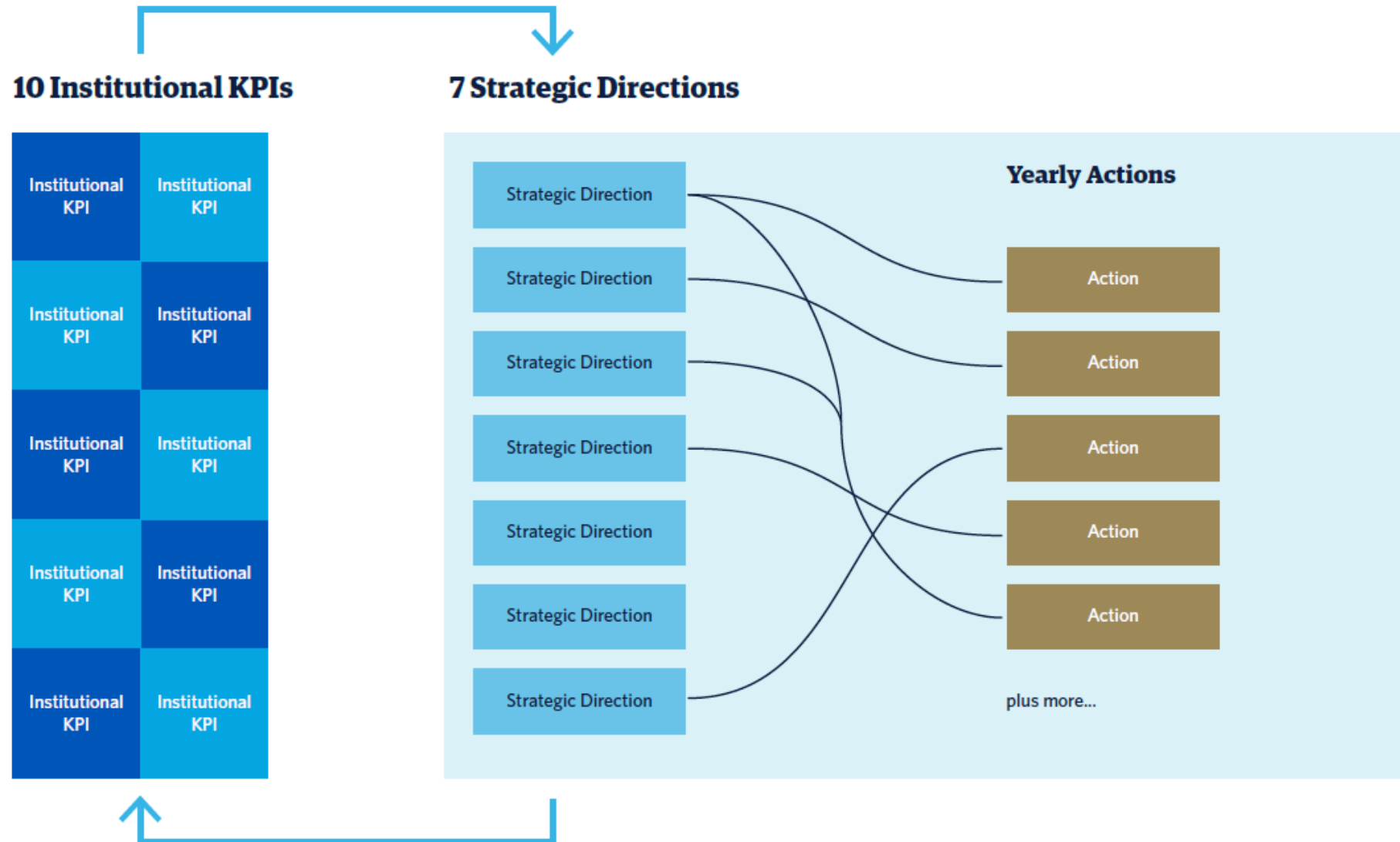
1. Increase partnerships with donors and alumni to grow philanthropic support of UBC priorities and amplify UBC's impact locally and globally.
2. Advance Millennium Line UBC Extension in partnership with provincial government, local government and Indigenous partners.



# Key Performance Indicators



# Relationship between KPIs, Strategic Directions and Actions



## Institutional-Level KPIs

1. Student applications and enrolments
2. Student retention and graduation rates
3. Student experience and satisfaction
4. Graduate employment
5. Staff and faculty experience
6. Research funding
7. Scholarly impact
8. Innovation impact
9. Philanthropy
10. Reputation



## Institutional-Level KPIs

- The proposed indicators support tracking at the highest-level and represent measures we can gauge against peer institutions and draw on accessible data.
- Key ongoing institutional plans (e.g., Indigenous Strategic Plan, StEAR Framework, Climate Action Plan) have metrics to measure progress that will continue to be tracked.





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