# THE UNIVERSITY OF BRITISH COLUMBIA

**Vancouver Senate Admissions Committee**
**c/o**
**Enrolment Services |Senate & Curriculum Services**
Brock Hall 2016 – 1874 East Mall
Vancouver BC V6T 1Z1
Tel : (604) 822-8141 | Fax : (604) 822-5945

October 6, 2009

To: Vancouver Senate

From: Mr. James Ridge
Secretary

Re: **Place and Promise: The UBC Plan (information)**

I have received on your behalf the attached draft of Place and Promise: The UBC Plan.

The President has requested that this item appear on the October 14 Senate meeting agenda for information and discussion. A final draft will be brought to the November meeting of the Vancouver Senate for endorsement.

**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 new knowledge and understanding, 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**

**COMMITMENTS to assist UBC to reach its vision and create an exceptional learning environment**
**NOTE: 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.

*Inter-Cultural Understanding*
The University engages in reflection and action to build inter-cultural 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, that reflects our values and encourages the open exchange of ideas and opinions.

*Research Excellence*
The University creates and advances new knowledge and understanding, improves the quality of life through the discovery, dissemination, and application of research across a wide range of disciplines.

*Student Learning*
The University actively supports students in their learning experience through transformative teaching, research, and rewarding campus life.

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

**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.**

- expand educational opportunities for Aboriginal people and widen opportunities for all students to learn about aboriginal issues and perspectives

| ACTIONS |
| --- |
| • strengthen programs of academic and social support for aboriginal students<br>• expand curriculum offerings focusing on aboriginal issues and perspectives<br>• create means to increase hiring of highly qualified aboriginal faculty and staff<br>• create and support programs that help prepare aboriginal students for post-secondary education |

- increase engagement with Aboriginal communities in mutually supportive and productive relationships

| ACTIONS |
| --- |
| • increase service learning opportunities with Aboriginal organizations and schools with significant aboriginal populations<br>• develop UBC as a venue for dialogue with Aboriginal communities and the broader society on significant Aboriginal issues<br>• increase collaborative programming between UBC and Aboriginal organizations at the local community level |

**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.**

- increase alumni commitment to UBC through an expansion of opportunities for lifelong engagement

| ACTIONS |
| --- |
| • expand university-wide efforts to engage alumni<br>• build positive regard for UBC through inspiring events, effective communications and outstanding services<br>• 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 |

- deepen alumni connection to UBC to enrich the lives of graduates and help the university achieve its vision

| ACTIONS |
| --- |
| • develop volunteer opportunities that are valuable for alumni and the university<br>• partner with students and our graduates to build highly engaged alumni communities |

**COMMUNITY ENGAGEMENT**

**The University serves and engages with society in mutually beneficial relationships that enhance economic, social, and cultural well-being.**

- dedicate the university's resources to enhance social understanding and action

| ACTIONS |
| --- |
| • lead deliberative public dialogues on issues of public concern and actively invite community participation<br>• facilitate engagement of faculty and students in public policy development |

- be a leader in fostering student, faculty, staff and alumni engagement within the wider community

| ACTIONS |
| --- |
| • increase student, faculty and staff participation in community service learning, community based research, and service to the community<br>• better define and assess "service" for purposes of tenure and promotion<br>• increase community use of learning, cultural and outdoor venues on the Point Grey campus |

## INTER-CULTURAL UNDERSTANDING

**The University engages in reflection and action to build cross-cultural aptitudes, create a strong sense of inclusion, and enrich our intellectual and social life.**

- increase the diversity of intellectual, cultural, and social experiences for our various communities

| ACTIONS |
| --- |
| • expand educational activities encouraging cultural diversity, dialogue and debate<br>• promote effective inter-cultural professional development for faculty, staff, and administrators |

- remove barriers to greater cultural and intellectual diversity within the university, including those faced by historically disadvantaged groups

| ACTIONS |
| --- |
| • improve processes and supports to achieve a diverse and excellent student, staff, and faculty body<br>• enhance accessibility of the physical environment at UBC for people with disabilities |

**INTERNATIONAL ENGAGEMENT**

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

- increase the capacity of UBC students, faculty, staff, and alumni to engage internationally

| ACTIONS |
| --- |
| • increase student participation in learning and service abroad<br>• increase the international dimension of UBC's educational opportunities<br>• increase support for international collaborations by faculty, staff and alumni<br>• attract outstanding students and faculty from around the world |

- strengthen UBC's presence as a globally influential university

| ACTIONS |
| --- |
| • increase the number of substantial strategic partnerships in regions of interest to UBC<br>• enhance UBC's scholarly communications on global issues, including on the web and through other communications |

**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.**

- be the place of choice for outstanding faculty and staff

| ACTIONS |
| --- |
| • ensure processes and supports are in place to recruit first choice applicants<br>• provide faculty and staff with the means and professional development opportunities to fulfil UBC's vision, values and commitments<br>• establish a faculty/staff relocation office |

- be a healthy, inspiring workplace that cultivates well-being, resiliency and commitment

| ACTIONS |
| --- |
| • create a vibrant community through the provision of a variety of on-campus affordable housing and childcare options, in a in a sustainable, pedestrian-friendly setting with an integrated transportation infrastructure<br>• increase support for healthy workplace initiatives<br>• create and sustain a respectful and collegial work environment<br>• ensure academic and administrative heads and directors have the training, time, and support they require to be effective |

**RESEARCH EXCELLENCE**

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

- increase the quality, and impact of UBC's research and scholarship

| ACTIONS |
| --- |
| • increase UBC's research impact by focusing on areas of excellence<br>• increase UBC research funding in both absolute and relative terms, including support from non-traditional sources<br>• develop and maintain appropriate infrastructure to support leading edge research |

- be a world leader in knowledge exchange and mobilization

| ACTIONS |
| --- |
| • increase emphasis on partnership creation in addition to more conventional technology transfer<br>• make global access licensing more common and successful<br>• develop a campus strategy for making UBC research accessible in digital repositories, especially open access repositories |

**STUDENT LEARNING**
**The University actively supports students in their learning experience through transformative teaching, research, enriched educational experiences and rewarding campus life.**

- enhance the quality and impact of teaching for all students

| ACTIONS |
| --- |
| • review and revise curriculum and pedagogy to ensure that they are informed by leading edge research, including research on how people learn<br>• conduct periodic reviews of educational outcomes of academic programs<br>• simplify and streamline program requirements and course prerequisites whenever possible to enhance flexibility and self-directed learning<br>• further align the university rewards and recognition systems with student learning goals |

- provide all students with at least one special educational enrichment opportunity during their course of studies

| ACTIONS |
| --- |
| • expand educational enrichment opportunities, including research, first year small class experience, international learning, community service learning, and co-op/practicum/internship opportunities<br>• ensure that every student has access to at least one enrichment opportunity |

- support a campus life experience for students that promotes well being and personal development, responds to student needs, and achieves strong positive affiliation with UBC

| ACTIONS |
| --- |
| • continue the rapid expansion of student housing, informal learning space and on campus work opportunities<br>• implement a coordinated strategy for communication with students<br>• ensure regular assessment of the overall student experience, including alumni feedback |

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

- ensure UBC economic sustainability by aligning resources with the university vision and strategic plan and deploy them in a sustainable and effective manner

| ACTIONS |
| --- |
| • implement a budgeting framework that allocates resources based on strategic enrolment, with accounting simplification to improve management control<br>• deliver a balanced budget annually, through active revenue management and a constant search for effectiveness and efficiencies<br>• provide a solid financial foundation for long-term success through land revenues, asset management, and the launching of a significant fundraising campaign |

- make UBC a living laboratory in environmental sustainability by combining its sustainability leadership in teaching, research and operations

| ACTIONS |
| --- |
| • establish a widely-shared baseline of the UBC carbon footprint, moving towards carbon neutrality in our operations<br>• link the University's physical operations with its research and teaching mandate as a Living Laboratory to demonstrate global leadership |

- foster social sustainability through teaching, research and community engagement that promotes vibrant human interaction and community cohesion

| ACTIONS |
| --- |
| • create lively university neighbourhoods with outstanding public services and amenities<br>• work with the AMS to build a new student union building that will serve as a dynamic centre for student life<br>• work with community based organizations to create a deeper understanding of how social sustainability can be achieved locally and globally |