

THE UNIVERSITY OF BRITISH COLUMBIA

# refreshing

## UBC's strategic plan

Reviewing the current context,  
emerging external trends and our  
progress to date

Consultation Support Document  
September 2024



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In 2018, UBC launched a comprehensive and ambitious ten-year strategic plan: *Shaping UBC's Next Century*. Since then, UBC has made great strides in putting all aspects of the plan into action. Today, as we pass its halfway mark, we live in a much different world than we did six years ago.

A global pandemic, heightened geo-political tensions, rising mental health concerns and the rapid developments in AI are just a few of the events and forces reshaping society and our place within it.

This year we are inviting the UBC community to revisit and refresh our strategic plan from our current vantage point. This is an opportunity to celebrate and build upon our successes, adapt to a rapidly changing higher education landscape, and further enhance our research and scholarship to deepen our understanding of and contributions to our world.

The intention of this refresh is not to replace our strategic plan, but to define a series of specific priorities and actions for the next three to five years, largely focusing on UBC's core academic mission.

This fall, we will begin broad community consultations towards refreshing the plan. Together, we will position UBC to meet the challenges facing post-secondary institutions and our broader society, and to achieve even greater heights. The future is bright for UBC.

Thank you in advance for your engagement and your contributions to this important process.

Sincerely,

**BENOIT-ANTOINE BACON**  
President and Vice-Chancellor

This document provides an overview of our accomplishments related to our existing strategic plan and examines new trends affecting post-secondary institutions to inform and guide our strategic plan refresh process.

Launched in 2018, UBC's current 10-year strategic plan, *Shaping UBC's Next Century*, set out our collective vision, purpose, goals and strategies for the decade ahead. Organized around four core areas, it has served as a roadmap, guiding our achievements and successes as a leading research-intensive university.

To accelerate our progress, we must focus not only on the goalposts set out in our strategic plan, but also acknowledge and respond to disruptions and factors being felt across our local and global post-secondary education landscape.

**THE FOUR CORE AREAS OF  
OUR STRATEGIC PLAN**

***People and Places***

***Research Excellence***

***Transformative Learning***

***Local and Global Engagement***

## Global, National and Regional Context

A number of notable events, movements and disruptions have emerged over the past six years that have influenced UBC’s strategic priorities. They demonstrate how we have responded to our evolving world, ensuring our resilience and fostering an inclusive and supportive environment for all members of our community.

The chart below provides a broad overview of just some of these disruptions, many of which will continue to reverberate over the short- and longer-term future. There are likely many more events and issues significant to specific communities that are not represented here.

▶ 2018-2019	▶ 2020	▶ 2021-2022	▶ 2023-2024
<ul style="list-style-type: none"> <li>▪ Indigenous rights and Truth and Reconciliation initiatives</li> <li>▪ Climate change and sustainability movements</li> <li>▪ Initial anti-racism and equity initiatives</li> <li>▪ #Metoo movement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Covid-19 pandemic</li> <li>▪ Virtual and hybrid teaching, learning, research and working</li> <li>▪ Resurgence of Black Lives Matter movement</li> <li>▪ Increased anti-racism initiatives</li> <li>▪ Continued Indigenous rights and Truth and Reconciliation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing Covid-19 pandemic</li> <li>▪ Inflation and economic challenges</li> <li>▪ Increased focus on mental health awareness</li> <li>▪ Continued anti-racism and equity initiatives</li> <li>▪ Emphasis on Indigenous rights and Truth and Reconciliation</li> <li>▪ Russia’s invasion of Ukraine</li> <li>▪ Launch of OpenAI’s ChaptGPT and advancement in artificial intelligence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Emphasis on technological advancements and digital transformation</li> <li>▪ Geopolitical conflicts and humanitarian crises</li> <li>▪ Continued emphasis on social equity</li> <li>▪ Addressing economic challenges and funding shifts</li> <li>▪ International student permit cap</li> <li>▪ Government funding and policy changes</li> <li>▪ Ongoing Indigenous rights and Truth and Reconciliation initiatives</li> <li>▪ Increased frequency of extreme climate events</li> </ul>

## Adapting in a Changing Environment

Over the past five years, a number of key initiatives and institutional plans were implemented in response to the shifting post-secondary environment. We will continue to focus on and support key initiatives and plans as we move into the next phase of strategic planning, including:

- **Indigenous Strategic Plan:** An update of our Aboriginal Strategic Plan, the ISP was endorsed in 2020 and centres on a series of eight goals and 43 actions. It has helped UBC become a global leader in implementing Indigenous peoples' human rights
- **Strategic Equity and Anti-Racism (StEAR) Framework:** Introduced in 2023 to guide implementation of equity and anti-racism priorities and the evaluation of our progress
- **Climate Action Plan 2030:** Launched in 2021 to accelerate emissions reductions and achieve net-zero emissions by 2035 at our Vancouver campus
- **President's Academic Excellence Initiative:** Launched in 2020 to increase recruitment of leading researchers and to address the financial needs of graduate students

These examples are a small subset of the initiatives and plans developed by the University and its communities since 2018. In addition to these initiatives, many faculties continue to develop and update their own strategic plans and actions within the context of the broader institutional goals and priorities.

For a full list of key institutional plans please visit: [strategicplan.ubc.ca/about-the-strategic-plan/plans-and-frameworks-across-ubc](https://strategicplan.ubc.ca/about-the-strategic-plan/plans-and-frameworks-across-ubc)

## Looking to the Future: Pressures on Post-Secondary Education and Research

While the future remains unknowable, there are identifiable local and global trends creating pressures in higher education and research that will be felt in the short, medium and longer term. These pressures will create challenges and opportunities for post-secondary institutions. Universities will need to continue reinventing themselves to meet the changing demands of future learners, researchers, scholars and employers. Here are some of these major trends:

### CHANGING DEMOGRAPHICS

An increasingly diverse population is entering the higher education system. Between 2001 and 2021, the number of racialized people in Canada increased by 130%<sup>1</sup> while racialized Canadians accounted for roughly one third of Canadian new post-secondary students between 2015/2016 and 2020/2021.<sup>2</sup> Further, mature learners are returning and younger learners are staying longer to attain higher levels of skill and competence. The need for continuous learning and re-credentialing will intensify along with the need to support multiple entry and re-entry into the post-secondary sector. In addition, the next generation of learners, Generation Alpha, represents a digitally native cohort more infused with technology than previous generations.<sup>3</sup>

### VALUE PROPOSITION OF UNIVERSITIES

Statistics continue to show that there is value in a university degree, and the value proposition of post-secondary education on better quality-of-life outcomes has been well documented. Data from the most recent Canadian census (2021) revealed

that median annual employment income was \$12,000 more for those who held a post-secondary certificate, diploma or degree when compared to those that only held a high (secondary) school diploma.<sup>4</sup> A 2024 Statistics Canada data release indicated median employment income five years after graduation increases with each attained level of post-secondary education—from \$52,500 for a career, technical or professional training diploma, to \$94,200 for a doctoral degree.<sup>5</sup> Beyond financial advantages, studies have also shown that university graduates report high levels of employment satisfaction, longer life expectancies and better health, and higher voting rates.<sup>6</sup> Nevertheless, stubborn doubts about the value of formal degrees persist in public discourse, especially in relation to the costs of postsecondary education.

### TECHNOLOGY INNOVATION AND DISRUPTION

Technology innovation and disruption are expected to accelerate, impacting the ways in which people learn, and offering new ways to enrich teaching, learning and research. Virtual and augmented reality, along with generative AI, have the capacity to animate learning in new ways, and open new avenues for research, discovery and scholarship. Advances in genomics and imaging, amongst others, are enabling the study of humans and the earth at unprecedented levels of resolution. These disruptive technologies also raise new ethical questions and challenges that institutions must grapple with and adapt to—particularly with regards to privacy, bias and belonging.

### INCREASED COSTS

Universities are facing rising costs to providing education, offering degrees and conducting research. These are experienced across a variety of areas, including the cost to recruit faculty, revise courses and content, and provide alternative course access and delivery options to accommodate changing needs or demographics. Costs to create and maintain state-of-the-art teaching and research spaces and infrastructure have also increased significantly in the past five to ten years, well beyond the rate of inflation. Members of the University community, especially students, are also facing increased cost pressures that can impact learning and research outcomes as well as their health and well-being.

### POTENTIAL FOR DECREASED PUBLIC FUNDING

In some jurisdictions, governments are signaling a lack of will and/or ability to fund post-secondary institutions and offset the rising costs of tuition to the extent they have in the past. At the same time, increased pressures on governments to fund affordable housing initiatives, enhance health care access and other priorities may impact public funding for post-secondary education and research.

### ALTERNATIVE WAYS OF LEARNING

There is an increased awareness that students can gain competence in less formalized ways than the traditional four-year university degree. Students are leveraging emerging technologies and opportunities for short courses, badges, certificates, etc. Learners will increasingly expect more holistic, personalized, accessible and flexible learning experiences and pathways.

### GLOBALIZATION AND GEO-POLITICAL UNCERTAINTY

Post-secondary education is increasingly globalized, and international student mobility has recently been impacted at both undergraduate and graduate levels. We are now facing a more competitive global market for the best talent and the many benefits that international students bring to teaching, learning, research and campus community. At the same time, government policies continue to impact international research partnerships and international student mobility, making it more difficult for institutions to plan for the future. An increasingly diverse campus population creates the potential for an escalation in tensions during times of increased global polarization, requiring greater intercultural understanding and sensitivity.

Given the magnitude of these pressures, there is an overriding concern about post-secondary institutions' ability to respond to the major changes impacting the sector. We must also remind ourselves that behind every challenge lies an opportunity.

<sup>1</sup> The Changing Demographics of Racialized People in Canada, StatsCan, August 23, 2023 <https://www150.statcan.gc.ca/n1/pub/36-28-0001/2023008/article/00001-eng.htm>

<sup>2</sup> Highlights on racialized Canadian new entrants to postsecondary education, <https://www150.statcan.gc.ca/n1/pub/71-607-x/71-607-x2023032-eng.htm>

<sup>3</sup> Ziatdinov, R., & Cilliers, J. (2021). Generation Alpha: Understanding the Next Cohort of University Students. *European Journal of Contemporary Education*, 10(3), 783-789

<sup>4</sup> Statistics Canada (2023). Table 98-10-0597-01 Employment income statistics by industry sectors, highest level of education, immigrant status and period of immigration, work activity during the reference year, age and gender: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts DOI: <https://doi.org/10.25318/9810059701-eng>

<sup>5</sup> Statistics Canada (2024a). Table 37-10-0114-01 Characteristics and median employment income of postsecondary graduates five years after graduation, by educational qualification and field of study (primary groupings). DOI: <https://doi.org/10.25318/3710011401-eng>

<sup>6</sup> <https://www.statcan.gc.ca/o1/en/plus/176-weighting-costs-and-benefits-university-education>



This section provides a snapshot of key achievements from the past five years, under the four Core Areas of our strategic plan: People and Places, Research Excellence, Transformative Learning, and Local and Global Engagement.

These samples are provided to contextualize refreshing the plan, and represent just a few of the many advances made across UBC over the last five years. A variety of qualitative and quantitative measures are used to assess progress against our strategic plan's goals.

For more information on our progress, please visit:  
[strategicplan.ubc.ca](https://strategicplan.ubc.ca)

72,776

students enrolled (2023/24)

19,601

undergraduate and graduate international students from over 160 countries (2023/24)

At the core of UBC's identity are the people and places that sustain our vibrant ecosystem of learning, research, community engagement, knowledge exchange and partnership. Our strategic plan outlined five strategies—underpinned by a deep commitment to Indigenous human rights, sustainability and wellbeing—that have led to our numerous accomplishments in promoting and protecting our communities on campus, and beyond.

40

new faculty hired as part of the President's Academic Excellence Initiative (as of 2024)

29%

reduction in GHG emissions between 2007 and 2020 on the Vancouver campus

Our refresh is an opportunity to engage further in adapting and responding to newly emerging influences and pressures—from the rise of AI and hybrid work to decolonization and geopolitical turbulence, to new ways of working and learning, to name just a few.

STRATEGIES

## Great People:

Attract, engage and retain a diverse global community of outstanding students, faculty and staff.

## Inspiring Spaces:

Create welcoming physical and virtual spaces to advance collaboration, innovation and community development.

## Thriving Communities:

Support the ongoing development of sustainable, healthy and connected campuses and communities, consistent with the 20-Year Sustainability Strategy and the developing Wellbeing Strategy.

## Inclusive Excellence:

Cultivate a diverse community that creates and sustains equitable and inclusive campuses.

## Systems Renewal:

Transform university-level systems and processes to facilitate collaboration, innovation and agility.

OUR PLAN IN ACTION

Our strategic plan has underpinned a number of important initiatives to create a vibrant, resilient and inclusive community of research and learning. They include:

### Focus on People 2025 framework:

Launched in 2019, Focus on People outlines how the university is working to be the first-choice for faculty and staff to achieve their greatest potential. Four catalyst areas are identified in the framework: being part of a diverse, inclusive, safe, and vibrant culture; the ability for faculty and staff to grow their careers; the ability to shape the future of research, teaching, and work; and being inspired by diverse leaders who live UBC's values.

► Strategy 1: Great People

### StEAR (Strategic Equity and Anti-Racism) Framework:

Introduced in 2023, the StEAR Framework is a community-engaged and accountability-driven planning tool developed to guide the implementation of equity and anti-racism priorities and the cyclical evaluation of progress at the university. The accompanying StEAR Roadmap for Change sets out 18 objectives each with several associated strategic actions as part of the StEAR framework, to be implemented over the next three to five years.

► Strategy 4: Inclusive Excellence

**OTHER NOTABLE ACHIEVEMENTS INCLUDE:**

- The Blue & Gold Campaign for Students ran from 2017 to 2022 raising over \$211M, well surpassing the initial target of \$100M. Funds raised are enabling 21% more students to receive much needed financial support.
- Recruitment and retention of UBC Okanagan faculty engaged in outstanding research and creative scholarship as part of the Principal Research Chairs initiative.

\$892.8M

in research funding, an all-time high, for 9,992 projects in 2023/24

249 companies

spun off from UBC research, as of 2023

As a globally leading research university, UBC's efforts to drive research excellence are having profound impacts across many fields. We have catalyzed collaboration within and across faculties, disciplines and communities. Our strategies have supported UBC's continued acceleration in world-leading research through numerous initiatives—including our multi-disciplinary research excellence clusters that bring researchers together to solve some of the most urgent problems of our time.

Ranked 34

in the 2024 *QS World University Rankings*

55 faculty

members named new Royal Society of Canada (RSC) Fellows between 2018 and 2023

Our strategic plan refresh will illuminate pathways for even greater success, as we build on our achievements, create new knowledge and meet the challenges of our rapidly evolving world.

STRATEGIES

## Collaborative Clusters:

Enable interdisciplinary clusters of research excellence in pursuit of societal impact.

## Research Support:

Strengthen shared infrastructure and resources to support research excellence.

## Student Research:

Broaden access to and enhance student research experiences.

## Knowledge Exchange:

Improve the ecosystem that supports the translation of research into action.

## Research Culture:

Foster a strong and diverse research culture that embraces the highest standards of integrity, collegiality and service.

OUR PLAN IN ACTION

Our strategic plan has guided several important initiatives to catalyze our leadership in research excellence. They include:

### Research Cluster Awards:

UBC has established distinct, coordinated programs for research clusters at both our Vancouver and Okanagan campuses:

- In Vancouver, the Grants for Catalyzing Research Clusters Competition has funded 245 research excellence clusters since 2018. These interdisciplinary clusters are engaged in addressing issues including climate change, bionics, migration, language science, quantum computing, future minerals, and decolonizing curation.
- In the Okanagan, the Eminence Program has funded 21 research excellence clusters since its inception in 2018/19. Issues being addressed by these clusters include immunobiology, data safety and AI literacy, living with wildfires, urban Indigenous wellbeing and aging in place.

► **Strategy 6: Collaborative Clusters**

### Shared Research Platforms:

UBC continues to strengthen its research infrastructure and resources through several enhancements and initiatives. These include Advanced Research Computing (ARC), a university-wide service that helps computational and data-intensive researchers use advanced research computing infrastructure and services and improve data access and management. Physical research infrastructure investments include Plant Care Services at UBC Vancouver, a shared research platform for greenhouse and field scientific experiments, and UBC Okanagan’s Plant Growth Facility, a 5,100 square-foot, state-of-the-art research greenhouse, which enables scholars to work collaboratively to benefit the social and economic health of the region.

**OTHER NOTABLE ACHIEVEMENTS INCLUDE:**

- Establishing Canada’s Immuno-Engineering and Biomanufacturing Hub (CIEBH), a new UBC-led national research hub aimed at strengthening Canada’s pandemic preparedness and developing lifesaving new medicines.
- Forming the Cleantech Hub at UBC Okanagan, a central innovation space that catalyzes academic-industry collaborations to promote clean technologies and support Canada’s transition to a low-carbon economy.

18,818

students enrolled in courses incorporating new and enhanced learning approaches in 2022/23

84%

of undergraduate students participate in enriched educational opportunities by the time they graduate (2023)

UBC is recognized for the excellence and breadth of our education, and our track record in teaching and learning innovation. Our teaching faculty have embraced technology-enabled explorations through our university-wide Flexible Learning initiative, and students across disciplines are gaining knowledge through a mix of face-to-face, online and experiential undergraduate education. Learning does not stop at our campus borders. At the UBC Learning Exchange, members of Vancouver's Downtown Eastside community come together with faculty and students to create a unique shared space for exploring ideas and opportunities, exchanging experience and expertise.

100

courses with significant Indigenous content, as of 2023

92%

of undergraduate students are satisfied with their overall academic experiences (UBC Vancouver & UBC Okanagan combined, 2023)

Our strategic plan refresh is an opportunity to expand on our successes and further address learner demographics and interests that are rapidly reshaping post-secondary education—from the demand for continuous, lifelong learning opportunities; increasingly personalized and flexible learning pathways; micro-credentials and curated degrees; work-integrated education; and Indigenized, inclusive curricula.

**STRATEGIES**

## Education Renewal:

Facilitate sustained program renewal and improvements in teaching effectiveness.

## Program Redesign:

Reframe undergraduate academic program design in terms of learning outcomes and competencies.

## Practical Learning:

Expand experiential, work-integrated and extended learning opportunities for students, faculty, staff and alumni.

## Interdisciplinary Education:

Facilitate the development of integrative, problem-focused learning.

## Student Experience:

Strengthen undergraduate and graduate student communities and experience.

**OUR PLAN IN ACTION**

Our strategic plan has propelled us towards several achievements in innovative teaching and learning. These include:

### Strengthening student communities and experiences:

Supports for first-year students have been enhanced through the expansion of Jump Start and Collegia, including the opening of the Indigenous Student Collegium at the First Nations Longhouse at UBC Vancouver to support first year Indigenous students. Mental health resources have been enhanced across both campuses including new counselling resources to meet increased needs. The creation of the Student Substance Use Prevention and Campus Recovery Program at UBC Vancouver, a peer support, evidence-based model, is designed to empower students with lived experience to support one another on their chosen recovery pathway. In the classroom, UBC has created funds for the creation, revision and use of open educational resources (OER), including UBC Okanagan’s Aspire-2040 Transformation Fund and UBC Vancouver’s OER Fund.

► **Strategy 15: Student Experience**

### Experiential and extended learning opportunities:

UBC has a number of initiatives driving ongoing progress in experiential and extended learning opportunities. These include UBC Okanagan’s Arts Career Apprenticeship program, which links undergraduates with Central Okanagan employers for early-career employment opportunities; and UBC Applied Science’s Experiential Learning Hub (E-Hub), which connects students to a variety of action-based programs and workshops. The \$400,000 annual Continuous Learning Advancement Fund supports the creation, renewal and expansion of non-degree learning opportunities at UBC Vancouver.

► **Strategy 13: Practical Learning**

► **Strategy 14: Interdisciplinary Education**

**OTHER NOTABLE ACHIEVEMENTS INCLUDE:**

- Securing funding for 778 additional student spaces in technology-related programs, as part of the provincial government’s long-term plan to meet growing demand for talent in BC’s tech sector.
- Developing 23 Ministry-supported micro-credentials to address local and regional needs and enhance employment opportunities.

300+

active institutional partnership agreements with universities and research institutions in more than 50 countries

2,912

UBC undergraduate and graduate students participated in a Global Educational Experience (GEE) between 2022 and 2023

UBC is deeply integrated in our local Vancouver and Okanagan communities and globally connected through education and research networks. As a leader in community-engaged research, learning and public service, we are helping to mobilize positive change across the world. With more than 375,000 alumni in over 160 countries and strong Asia-Pacific connections, we have a globally connected network of academic partnerships and exchanges.

2,385

Indigenous undergraduate students, graduate students and medical residents at UBC (2023)

6,000+

UBCV and **400+** UBCO students participated in community service learning or community-based research (2023)

Our strategic plan refresh is an opportunity to reflect and build upon our many successes in working with local communities, including our Indigenous partners, and further strengthen our global networks to continue adapting and responding to the evolving dynamics of our world.



STRATEGIES

## Public Relevance:

Deepen the relevance and public impact of UBC research and education.

## Indigenous Engagement:

Support the goals and actions outlined in the UBC Okanagan 2019 Truth and Reconciliation Commitments and 2020 Indigenous Strategic Plan.

## Alumni Engagement:

Reach, inspire and engage alumni through lifelong enrichment, consistent with *alumni UBC* strategic plan, Connecting Forward.

## Global Networks:

Build and sustain strategic global networks, notably around the Pacific Rim, that enhance impact.

## Co-ordinated Engagement:

Co-create with communities the principles and effective practices of engagement and establish supporting infrastructure.

OUR PLAN IN ACTION

Our strategic plan has paved the way for several initiatives that have strengthened our local and global engagement. These include:

## Truth and Reconciliation:

**Commitments to Truth and Reconciliation:** In 2019, UBC Okanagan made a public declaration of five commitments to support Indigenous students, culture and scholarship, in response to the Truth and Reconciliation Commission's Calls to Action.

► **Strategy 17: Indigenous Engagement**

**Indigenous Strategic Plan (ISP):** Endorsed in 2020, the ISP is UBC's response to the Truth and Reconciliation Calls to Action and a system-wide response to the United Nations Declaration of Rights of Indigenous Peoples and the Missing and Murdered Indigenous Women and Girls Inquiry's Calls to Justice. The ISP sets out a series of eight goals and 43 actions UBC will take to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples' human rights. The Office of Indigenous Strategic Initiatives supports faculties, departments, operational units and student groups in its implementation, and provides advice to the university leadership. This office coordinates the Indigenous Strategic Plan Executive Advisory Committee as part of the ISP Guiding Network and oversees the adjudication and administration of the Indigenous Strategic Initiatives (ISI) Fund.

► **Strategy 17: Indigenous Engagement**

## The Community-University Engagement Support (CUES) Fund:

CUES exemplifies UBC's commitment to fostering reciprocal community partnerships. Since its inception in 2018, the CUES Fund has distributed over \$3.2 million to 142 community-university partnerships spanning across British Columbia, engaging UBC partners from 18 Faculties across both Vancouver and Okanagan campuses, aimed at benefiting communities and advancing collaborative research, teaching, and learning.

► **Strategy 20: Co-Ordinated Engagement**

**OTHER NOTABLE ACHIEVEMENTS INCLUDE:**

- Becoming the first university in Canada to offer a bachelor's degree in Indigenous language fluency through the Bachelor of Nsyilxcn Language Fluency (BNLF) program at UBC Okanagan.
- Expanding the Public Scholars Initiative, a program that connects students, faculty, and sector participants for dialogue, mentorship and collaboration, to UBC Okanagan in 2022.

Since the launch of our ten-year strategic plan, *Shaping UBC's Next Century*, we have achieved significant progress across all four Core Areas. Our achievements in People and Places, Transformative Learning, and Local and Global Engagement, in particular, are underlined by robust institutional plans—including the Indigenous Strategic Plan, StEAR Framework, Climate Action Plan 2030, and Faculty-level plans—which we will continue to mobilize and support.

Recent and emerging disruptions and changes impacting post-secondary education and research are bringing new challenges and opportunities to the University. As an enduring institution of knowledge and discovery, our strategic refresh will enable us to understand where we are, where we are going and how we will get there.

In our upcoming consultations, we will focus on three broad interrelated objectives:

1. Envision what kind of university UBC strives to be over the next 25 years, to 2050.
2. Define priorities and objectives for the next three to five years, especially regarding our core academic mission.
3. Continue to mobilize and support the achievement of existing institutional and faculty-level plans.

A steering committee comprising UBC's two Provosts (in Vancouver and the Okanagan) and the Vice-President, Research & Innovation is guiding the process with support from a dedicated project team. We will begin consultations in the fall of 2024, aiming to have a refreshed plan by the end of the 2024/25 academic year.

We invite all members of the UBC community to engage in the consultation process beginning this fall, and to follow our calls for input and progress at: [president.ubc.ca/strategic-plan-refresh](https://president.ubc.ca/strategic-plan-refresh).

For more information please visit  
[strategicplan.ubc.ca](http://strategicplan.ubc.ca)



THE UNIVERSITY OF BRITISH COLUMBIA