Institutional Accountability
Plan and Report

2016/17

The University of British Columbia

July 14, 2017
Letter from Board Chair and President

Dear Minister,

We are pleased to submit The University of British Columbia’s (UBC) Institutional Accountability Plan and Report for the 2016/17 reporting cycle to the Ministry of Advanced Education. This document profiles accomplishments toward the goals in UBC’s strategic plan, Place and Promise, and includes a number of highlights such as the growth of our co-operative learning program—the largest in western Canada — the launch of the Stuart Blusson Quantum Matter Institute and the conclusion of UBC’s Centennial celebrations.

For over 100 years, UBC has played a fundamental role in the realization of BC’s social and economic ambitions. The report also details how UBC’s strategic direction and achievements contribute to the fulfilment of the Ministry of Advanced Education’s goals and objectives, as well as to broader government-wide strategies on job creation and economic growth, international education, and the advancement of Indigenous peoples.

As a publicly funded institution, UBC is committed to the responsible stewardship we owe British Columbians. The university continues to maintain a balanced budget and to meet the financial targets identified in the Ministry’s three-year Service Plan. UBC is diversifying its funding sources, including through strong partnerships with industry, ambitious fundraising, and sectoral initiatives to identify shared operational efficiencies within and beyond the Administrative Service Delivery Transformation initiative. A transparent reporting process and management of public funds that reflects government’s Taxpayer Accountability Principles ensure that UBC is accountable to all who are invested in the university.

UBC is proud to enter its second century as a globally-renowned place of research, education and community engagement. The university now has an opportunity to take an outstanding institution and make it even better through a new strategic plan. The UBC’s Next Century planning process began in the fall of 2016, and is engaging the entire university community in an exercise to identify the priorities that will guide UBC in the future.

We look forward to continuing to work with the provincial government to build on UBC’s achievements in the coming years.

As Board Chair, and President, we accept responsibility for this report.

Yours sincerely,

Stuart Belkin
Chair, Board of Governors

Prof. Santa J. Ono
President and Vice-Chancellor
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I. INSTITUTIONAL OVERVIEW

About The University of British Columbia

The University of British Columbia is a global centre for research and teaching, consistently ranked among the top 20 public universities in the world. Since 1915, UBC’s West Coast spirit has embraced innovation and challenged the status quo. Its entrepreneurial perspective encourages students, staff and faculty to challenge convention, lead discovery and explore new ways of learning. At UBC, bold thinking is given a place to develop into ideas that can change the world.

Our vision is to prepare students to become exceptional global citizens, promote the values of a civil and sustainable society, and conduct outstanding research to serve the people of British Columbia, Canada and the world.

UBC offers more than 62,000 undergraduate and graduate students an unrivalled choice of degree programs, research and learning opportunities, and cultural and sporting amenities at our two main campuses and affiliated teaching hospitals.

We attract approximately $600 million in research funding each year, and are recognized as North America’s most international university. UBC’s Faculty of Medicine is one of the largest medical schools in North America, and provides innovative educational and research programs in the areas of health and life sciences through an integrated province-wide model.

With more than 15,000 employees, UBC is among the leading employers in BC, and is a complex, dynamic and constantly evolving institution.

As established in the University Act, UBC’s two major campuses – in Vancouver and Kelowna - are governed by a single Board of Governors, a President, and two Senates (one at each campus) whose activities are coordinated by a Council of Senates.
UBC at a Glance

UBC’s two main campuses are situated in Vancouver (UBC Vancouver) and in Kelowna in the Okanagan Valley (UBC Okanagan).

In addition, UBC Robson Square is a vibrant learning centre in the heart of downtown Vancouver, the UBC Learning Exchange is a community engagement initiative based in Vancouver’s Downtown Eastside, and UBC’s Centre for Digital Media at based at the Great Northern Way Campus in Mount Pleasant.

UBC also provides clinical education to Faculty of Medicine students at 75 health care facilities across British Columbia. Internationally, UBC’s Asia Pacific Regional Office in Hong Kong and the Liaison Office in New Delhi, India facilitate teaching and research partnerships and support alumni engagement.

UBC is home to 17 faculties, 14 schools and one college.

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<tr>
<th>Student, Faculty, Staff and Alumni</th>
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<tr>
<td><strong>62,923</strong> Students at UBC</td>
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<td>(54,236 at the Vancouver campus, 8,687 at the Okanagan campus)</td>
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<td><strong>15,660</strong> Faculty and Staff</td>
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<td><strong>318,000+</strong> Alumni in 150 countries</td>
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**Global Rankings 2016/17**

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<td>Academic Ranking of World Universities</td>
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<td>36th</td>
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<td>Times Higher Education</td>
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**Among Current or Former Faculty and Alumni:**

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<tr>
<td>10</td>
<td>3M National Teaching Fellows</td>
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<tr>
<td>208</td>
<td>Royal Society of Canada Members</td>
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<tr>
<td>3</td>
<td>Canadian Prime Ministers</td>
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<tr>
<td>199</td>
<td>Companies spun off from UBC research</td>
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100 Years: Looking Back, Looking Forward

Celebrating a century of growth and transformation at UBC

The UBC Centennial launched on September 30, 2015, 100 years to the day since we welcomed our first class of 379 students. The celebrations culminated in 2016 with performances, lectures, speakers’ series and workshops focused on what we do best: research, teaching, learning and innovation.

Our 100th anniversary began with the opening of the Robert H. Lee Alumni Centre, the first of its kind in Canada. It’s a new home for alumni and has become the official welcome centre for our Vancouver campus. A hub for collaboration and lifelong learning, the centre had over 26,000 people pass through its doors in 2016/17.

A newly raised Musqueam post — sḵwx̱̓ ṁθq̕ʷəɬ (double-headed serpent post) — welcomes visitors to campus, and serves as a reminder of UBC’s past and future relationship with the Musqueam people, upon whose traditional and unceded territory the Point Grey campus stands. A number of centennial initiatives worked to shape better relations with Indigenous communities, including the renewal of the historic educational partnership between the Okanagan Nation Alliance and UBC during the 10th anniversary of the opening of the Okanagan campus.

We closed out the UBC Centennial on our Vancouver campus with a forward-looking special event that featured leading experts providing their perspectives on the future of accessibility, the planet, food sources and robotics, and with a visit from the Duke and Duchess of Cambridge to UBC Okanagan.

We invited our entire community to celebrate a century of success and, in total, nearly 25,000 people attended the more than 100 events. The legacy of the Centennial has been strengthening the connections we’ve built with our engaged alumni, students, staff, faculty, donors and partners over our first 100 years.

Highlights

Emerging Research Workshops
In spring 2016 we hosted a series of workshops that brought together leading researchers from around the world to focus on three areas in which UBC is emerging as a potential global leader: Indigenous studies, water, and epigenetics.

Centennial Scholars Program
The UBC Centennial Scholars Entrance Award program created new, renewable entrance scholarships, funded by donors and UBC, totalling $1.9 million. These awards will provide annual financial assistance over the next four years to 54 academically qualified students who would not otherwise be able to attend UBC.

Global Impact Map

We created a Global Impact Map to visually capture UBC’s reach across the world. More than 2,000 alumni, students, faculty, staff, friends and partners of UBC in 124 countries told us where they are and what they’re up to now.
Centennial Initiatives Fund
We invited the university community to celebrate our effect on the world through the UBC Centennial Speaker Series, special events and other programs. We awarded $600,000 to more than 85 initiatives through the UBC Centennial Initiatives Fund, including:

UBC 2050: The Future of Higher Education
This panel discussion explored the future of higher education and looked at how UBC can continue as a global leader in advancing educational technologies and research-based teaching practices over the next three decades.

Famed author and journalist Annie Murphy Paul opened the event with her keynote speech Brilliant: The Science of How to Get Smarter, highlighting the implications of new research findings on the future of teaching and learning.

The event closed with a lively discussion between the faculty, alumni, students and leadership who will help steer UBC as we navigate through an era of rapid change in the educational landscape.

New Perspectives on Learning in the Downtown Eastside
In early May, 2016, 354 people from UBC and the broader community came together for a two-day conference in the heart of the Downtown Eastside (DTES) to facilitate new collaborations around innovative learning modeled by the Learning Exchange’s successful community-engagement practices. The event promoted dialogue between diverse groups of people and addressed DTES community priorities, such as adult basic literacy and arts and culture – including Threading Our Stories – a button blanket and cultural sharing activity.

Aboriginal Art Installation
On September 27, 2016 the Duke and Duchess of Cambridge visited UBC Okanagan as part of their 2016 tour of Canada. The royal couple attended a dedication ceremony for a new Aboriginal art installation commemorating UBC’s Centennial and the 10th anniversary of the Okanagan campus. This work acknowledges the traditional territory of the Okanagan Nation, upon which the Okanagan campus stands. It was created by artist Les Louis, a member of the Lower Similkameen Band and funded in partnership with the Okanagan Nation Alliance.
II. STRATEGIC DIRECTION AND CONTEXT

UBC’s strategic plan, *Place and Promise: The UBC Plan*, was adopted by the university in 2009. UBC is currently undergoing a comprehensive consultation exercise to renew its strategic plan under the leadership of President and Vice-Chancellor, Prof. Santa J. Ono. The university’s renewed strategic plan is expected to be in place in 2018. This year’s Institutional Accountability Plan and Report will therefore be the last to report on UBC performance under the *Place and Promise* plan.

**Strategic Direction**

*Place and Promise: The UBC Plan* is a work of imagination and commitment on the part of thousands of people involved in an 18-month consultation process. It sets out UBC’s vision for the future, our collective values and nine commitments with goals and actions designed to realize that vision.

**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.

**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

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

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.

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

Aboriginal Engagement
The University engages Aboriginal people in mutually supportive and productive relationships, and works to integrate understandings of indigenous culture and history 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.

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, that reflects our values and encourages the open exchange of ideas and opinions.
Strategic Context

Challenges, Opportunities and UBC’s Response

Economic and Fiscal

Building BC’s Innovation-Driven Economy
Economic growth and prosperity are increasingly reliant on knowledge-based industries such as information and communications technology, biotechnology, and clean energy. In addition, there is more pressure than ever on more traditional industries such as natural resources and finance to innovate.

Governments in Canada and around the world are thus aggressively pursuing innovation-driven growth agendas and turning to research universities as key contributors to the success of these strategies. With this shift taking place in jurisdictions around the world, there is significant competitive pressure on regional and national economies, and the institutions within them, to develop and attract talent and capital, and to remain at the forefront of knowledge creation and innovation.

As the province's top research university, UBC is helping BC and Canada remain competitive in a shifting global economy. To maintain and strengthen its position as a global research and teaching leader, UBC is transforming all of its activities to advance the frontiers of knowledge and to support the province and nation's capacity for technological, business, and social innovation.

Selected UBC actions:

- Actively promoting and fostering research translation and innovation, including building strategic partnerships with industry and government and improving community access to UBC students, faculty and researchers
- Increasing internal funding for research excellence and leading research clusters, and supporting UBC faculty pursuing research grants
- Building on UBC's national leadership in technology transfer through the University-Industry Liaison Office
- Supporting entrepreneurial students and faculty to start new companies and commercialize UBC research by growing the entrepreneurship@UBC program
- Increasing UBC partnerships in the technology industry and presence at technology sector events, such as the #BCTECH Summit and Globe Conference

A Changing Labour Market and Shifts in Learning
Student and employer expectations are changing as society and the economy evolve. Students are increasingly demanding opportunities for enriched or 'experiential' components to their learning, while established professionals are seeking new ways to continue to pursue education. UBC must provide high-quality, relevant and accessible educational programming to continue to attract top students and support the success of its graduates.
Selected UBC actions:
- Connecting students to career opportunities by significantly increasing UBC’s experiential learning opportunities, including international learning, internships, co-ops, service learning, and research, leadership and professional skills development
- Enhancing lifelong learning offerings, including continuing education and professional master’s degrees
- Continuously monitoring student demand and labor market and sector needs to add, modify, close or reduce programs of study
- In partnership with government, expanding UBC’s technology-related programs such as engineering and computer science in response to industry and labour market demand
- Continuing to expand flexible learning across the university, integrating research on learning and technology to improve student outcomes

Declining Public Operating Funding
As the provincial government worked to balance its budgets after emerging from 2008/09 recession, UBC has faced reductions, in inflation-adjusted dollars, to its annual operating grant. While annual operating grants are now beginning to increase again, the university’s expenses are increasing at a faster rate.

Over the past five years, the proportion of UBC’s base operating budget that comes from the provincial government has fallen from approximately 50 per cent, to slightly more than 40 per cent. At the same time as that reduction, the university has also absorbed a number of major financial pressures, including salary cost increases, non-wage inflationary pressures, and the reallocation of operating funds for maintenance and seismic upgrades. UBC’s budget faces mounting pressure as facilities age while the university strives to improve its globally competitive teaching and research enterprises.

Selected UBC actions:
- Continuing to pursue savings in administrative functions and expenses, ensuring spending is efficient and transparent
- Maximizing limited opportunities for additional revenue growth, including development of UBC’s endowment lands, increasing international student revenues, leveraging federal funding, pursuing partnerships with industry, and fundraising
- Engaging with all levels of government and the public to increase understanding of the social and economic impacts of UBC’s teaching and research mandates

Globalization
As one of the top global research universities, UBC faces intense competition to recruit and support leading researchers and provide world-class education. Many of Canada and British Columbia's competitor nations and regions have launched ambitious research and innovation agendas and industrial strategies to bolster their positions in the global knowledge economy. UBC strives to remain competitive and to continue supporting the growth and BC’s diversified economy.
Selected UBC actions:

**International Students**
- Increasing international student enrolment without displacing domestic students (there has been a 84 per cent increase in international students since 2011 across both campuses)
- UBC’s International Student Initiative is actively recruiting outstanding international students in 78 countries
- Enhancing services to attract and retain international students, including Jump Start and Vantage College

**Student Mobility**
- Continuing to leverage and build UBC’s global network of partners to increase international learning opportunities
- Building and strengthening partnerships in key global regions to increase two-way student exchange
- Go Global is building UBC students’ capacity to study abroad through academically integrated exchange pathways in designated departments and by increasing access and outreach

**Faculty and Research**
- Building and strengthening teaching and research partnerships with other globally-leading institutions
- Supporting faculty pursuing major Canadian and international research grants
- Providing a comprehensive suite of supports for researchers pursuing grants from Canadian and international granting agencies
- Building and equipping critical research infrastructure, leveraging public funding federal and provincial governments, including the BC Knowledge Development Fund
- Capitalizing on Vancouver and the Okanagan’s knowledge and innovation clusters and quality of life to attract top faculty

**Student Access and Support**
Providing access to excellent education to qualifying British Columbians and Canadians, regardless of socio-economic background, is a core value of UBC’s teaching mission. UBC is also committed to supporting the well-being and success of its students throughout their education.

Selected UBC actions:
- Continuing UBC’s Policy 72, which states that no eligible student will be prevented from commencing or continuing his or her studies at the university for financial reasons alone
- Providing $93.7 million in student financial aid in 2016/17, an increase of 6.2% since 2015/16.
- Continuing to expand use of open textbooks to reduce students’ costs
- Undertaking several coordinated strategies to improve policies and practices that address sexual assault and harassment in the UBC community to foster a safe and respectful environment as well as a support system on campus for survivors.
- Continuing to enhance student wellbeing initiatives, including the Early Alert program, to help identify students at risk and connect them with supports, and implementing the Online Advising Management System to better support coordinated advising support.
III. PERFORMANCE PLAN

Reporting by Commitment

STUDENT LEARNING

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

Continuous improvement in teaching and learning

UBC is a global leader in applying research findings to improve teaching practices. The university continuously strives to advance educational technologies and to transform the student experience by providing innovative, evidence-based learning opportunities. UBC recruits and supports a diverse class of exceptional graduate and undergraduate students to keep both campuses vibrant and to provide students with a global perspective.

Over the past few years, UBC has been taking new steps to provide an exceptional learning environment for all students, and, as set out below, the university is beginning to see the results of these efforts.

Enriching students through experiential learning

UBC collaborates with community, industry, government and university partners to provide an enormous breadth and variety of enriching, transformative learning experiences for students. Most students participate in community service learning, research, internships, mentorships, international exchanges or co-ops, and the university is integrating experiential learning opportunities into a wider range of programs to make them even more accessible.

Promoting student success and well-being

The wellbeing of community members is a priority at UBC. Across portfolios and departments, UBC students, faculty, researchers and staff are recognizing the role wellbeing plays in fostering excellence. The university is taking a holistic, cross-campus approach to facilitating physical, mental and social health on all campuses and locations.

Goal 1: Enhance the quality and impact of teaching for all students

Selected Recent Accomplishments

- In 2016/17, the Teaching and Learning Enhancement Fund approved $2.265M to fund 62 projects spanning 12 faculties that enrich the learning experience of UBC students through the use of innovative learning technologies.

- Growth in innovative delivery of the career and personal education pillar of UBC’s Flexible Learning initiative is being achieved in part through UBC’s edX consortium membership and summer programming. Ongoing improvements to the learning technology platform are underway, which will support new models of academic program delivery and more personalized educational pathways.
• The number of UBC students using open textbooks doubled in a single year, from 2015/16 to 2016/17. The use of open resources across campus has resulted in financial savings for students of up to $1.4 million in the 2016 academic year.

• UBC introduced the rank of Professor of Teaching to reflect the commitment of the university to provide educational leadership, outstanding teaching, and curriculum development, and to recognize and reward it when it happens.

• In September 2016, the third cohort of students entered into the UBC Vantage One program, with an intake of more than 350 students – nearly double the size of the first cohort in 2014.

• The Ministry of Advanced Education approved eight new programs: Doctor of Pharmacy - Flexible Program; Master of Business Analytics; Master of Data Science; Master of Engineering Leadership in High Performance Buildings; Master of Engineering Leadership in Resource Engineering Management; Master of Geomatics for Environmental Management; Master of High Performance Coaching and Technical Leadership; and Master of Science in Computer Science (Okanagan).

• UBC is working with Microsoft Canada to develop enhanced virtual reality teaching platforms, and on other digital innovations for higher education.

• Access & Diversity created a new Learning Strategist position to provide increased learning and technological support for students with disabilities as well as to increase peer-based tutoring support for them. Support for students on the autism spectrum was also increased through a peer mentoring program.

GOAL 2: Strengthen efforts to promote student success

Selected Recent Accomplishments

• Orientation programs at UBC Vancouver continued to be enhanced, including JumpStart, Imagine Day and faculty-led orientations. A Student Orientation Steering Committee is in place to develop and support a set of programs that assist in the orientation and transition of undergraduate students

• Through the Early Alert program, Student Support Services have increased efforts to initiate direct early interventions with students who have been impacted by mental health, chronic health conditions and traumatic events, so they are able to access University supports and services to minimize the impact to their academic studies.

• UBC Okanagan have developed programs to assist students with the adjustment to university life and provide support. These programs include an extended 5-week orientation, peer support programs, Jumpstart and Kickstart (for out of province domestic students).

• UBC implemented an Online Advising Management System to better support coordinated advising resources.
• The Graduate Student Career Development Teaching and Learning Enhancement Fund supports UBC Master’s and PhD students through one-on-one advising, department / program specific workshops, and campus-wide events.

• Support for international students studying at UBC continues to expand through an online reminder system whereby international students receive just-in-time reminders to renew their key immigration and health insurance documents. Over 11,000 students have enrolled in the system to date. UBC continues to be at the forefront of immigration supports for international students, ensuring the highest standards through in-house regulated immigration consultants and building out a comprehensive set of online tutorials to explain complex immigration documents and policies.

• Over 1,500 Student Leaders from UBC Vancouver participated in Community Building Education, empowering and enabling them to take actions towards building a welcoming, respectful and inclusive campus for all UBC students.

• The UBC Vancouver Collegia program expanded by opening a second collegium for first year commuter students. UBC Collegia provides a dedicated residence-like space for over 350 commuter students, enabling them to build community with their peers, meet and engage with faculty members and connect with campus involvement opportunities.

GOAL 3: Expand educational enrichment opportunities, including research, a first year small class experience, international learning, community service learning, and co-op/practicum/ internship opportunities

Selected Recent Accomplishments

• UBC operates the largest co-operative learning program in western Canada, with 5,578 work placements in the 2015/16 academic year - an 84% increase over 5 years (from 3,030 in 2010/11).

• Go Global enhances UBC students’ capacity to study abroad in designated departments, by increasing access and outreach to international learning opportunities for students and faculty.

• UBC has piloted summer research abroad placements for undergraduate students, and student participation in international learning, community engaged learning, student leadership opportunities, and career-building initiatives has also continued to expand.

• On the Okanagan campus, the Aspire Learning and Teaching Fund was launched to support curriculum change, innovative teaching practices and learning environment enhancement.

• UBC Vancouver’s Centre for Student Involvement and Careers oversees and administers a range of campus-wide and faculty specific workplace learning programs. In 2016 these included the Work Learn Program (2,700 students), Work Learn International Student Undergraduate Research Awards (90 students), Natural Sciences and Engineering Research Council of Canada Undergraduate Student Research Awards (246 students) and the Arts Internship Program (169 students). These programs help
students develop their careers through practical opportunities to apply and test knowledge and gain research and professional skills.

- The Centre for Community Engaged Learning, in collaboration with faculty and community partners, supported 6,850 students to engage 272 community partners in community based experiential learning projects and initiatives across BC in 2016. The Centre collaborated with 27 Departments and Programs at UBCV to include a Community Based Experiential Learning component in courses reaching 6,080 students. The Centre also awarded 15 Grants, totaling $44,473, to students seeking support for community based projects to enhance their learning and benefit their community.

**GOAL 4: Support student well-being, personal development and outstanding campus life**

**Selected Recent Accomplishments**

- In 2016, UBC became the first university in the world (now one of six across Canada), to adopt the Okanagan Charter: An International Charter for Health Promoting Universities and Colleges. This new commitment, which comes with an additional $1 million investment toward a system-wide approach across the campuses, prioritizes the importance of wellbeing for students, faculty and staff and supports UBC people to achieve their full potential in teaching, learning and research.

- UBC has a robust offering of mental health awareness initiatives, including Thrive, Suicide Awareness Day and Mental Health First Aid (MHFA). In 2015, Thrive – which focuses on building positive mental health for all – won a national award for its innovative approach to improving workplace quality and productivity. In 2016, the MHFA program was expanded, with certified in-house trainers now offering several courses per year for front-line staff, student services staff, and faculty members.

- On the Vancouver campus, a significant investment in student mental health and wellbeing has seen increased professional staff in Counselling Services, Access & Diversity and case management, as well as the development of a new and innovative collaborative stepped care mental health service delivery model, and the creation of a new unit focused on health promotion, prevention and education.

- The university has developed a new sexual assault and sexual misconduct policy through comprehensive consultation with the UBC community. The policy sets out UBC’s commitments with regard to sexual misconduct, and provides clarity on the support services and structures available to respond to disclosures and reports of sexual misconduct. It also describes the new Sexual Violence Prevention and Response Office, and sets out the investigation process that will take place when a report of sexual misconduct is made to UBC. The policy was approved by UBC’s Board of Governors in advance of the government requirement for post-secondary institutions to develop specific sexual assault and misconduct policies.

- UBC distributed educational materials on opioid overdose and by providing training for individuals and groups across campus on recognition of signs of overdose, how to respond to an overdose and training and use of Naloxone kits. 41 Naloxone kits have been distributed on campus in the past year.
• The Senate Ad Hoc Committee on Student Mental Health and Wellbeing on the Vancouver made a report and recommendations to Senate after completion of a three-year mandate to consider the impact of academic policies on student mental health. A key success includes the development and adoption of a Framework for Senate Consideration of Student Mental Health and Wellbeing, which provides support for an integrated approach to enhancing the mental health and wellbeing of students in the academic environment.

• UBC continues with development of on-campus housing for students and is committed to building out of the UBC Collegia Program so that every new undergraduate student is either connected to a collegium or lives in residence.

• Progress on the Campus Safety Working Group recommendations has continued, including an expansion of the blue light phone network.

• On the Okanagan campus, UBC created a new joint position between Health and Wellness and International Programs and Services to case manage the most at risk international students.

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**Student Learning – Key Performance Measures**

**Domestic Student Enrolment**

- 46,036 domestic full-time equivalent (FTE) students (this was 3,618 FTEs, or 8.5% above the Ministry of Advanced Education target of 42,418)

**Strategic Course and Program Transformation**

- 231 courses transformed at UBC Vancouver, reaching a combined enrolment of 46,350 students (20,406 unique students)

**Satisfaction with the quality of the education experience**

- 93% Undergraduate Student Satisfaction at UBC Vancouver (2015/16)
- 89% Undergraduate Student Satisfaction at UBC Okanagan (2015/16)

**Student Well-Being**

- 84% students feel they are coping well at UBC Vancouver (2015/16), down from 87% in 2014/15
- 89% students feel they are coping well at UBC Okanagan (2015/16), the same as in 2014/15

**International Education**

Undergraduate Students

- 23.4% (10,059) of undergraduate students on the Vancouver campus are international, up 1.8% from 2015/16.
• 12.7% (1,002) of undergraduate students on the Okanagan campus are international, up 1.5% from 2015/16.

Graduate Students
• 32% (3,115) of graduate students on the Vancouver campus are international, down 0.2% from 2015/16
• 31.6% (249) of graduate students on the Okanagan campus are international, up 1.9% from 2015/16.

Experiential Learning
• 75% of undergraduate students participated in enriched educational opportunities at UBC Vancouver (2015/16), up from 71% in 2014/15
• 62% of undergraduate students participated in enriched educational opportunities at UBC Okanagan (2015/16), up from 58% in 2014/15
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.

UBC consistently ranks as one of the world’s top research universities. Globally connected, UBC attracts the highest-calibre research faculty and students and approximately $600 million in research funding each year.

UBC continues to work to increase the quality and reach of its research and scholarship, and strives to be a world leader in knowledge exchange and mobilization. UBC’s research has significant societal and economic impacts, including new products, services, improved health outcomes and contributions to public debate, culture and policy.

GOAL 1: Increase the quality and impact of UBC’s research and scholarship

Selected Recent Accomplishments

- UBC’s total research funding was $580.2 million in 2016/17, including $203.7 million tri-council funding.
- UBC established the President’s Excellence Chairs, with $20.7 million to fund chairs in six fields: precision oncology, media studies, brain health, global development policy, biodiversity studies and forest bioproducts — all areas where UBC is a global leader.
- In 2016, UBC was ranked 34th in the Academic Ranking of World Universities (up from 40th in 2016), its highest ranking ever. In the Times Higher Education Ranking, UBC ranked 36th, down from 34th in 2015. UBC remains the second highest-ranked university in Canada, after the University of Toronto.
- In the Center for World University Ranking’s 2017 subject rankings, UBC was ranked in the top 10 in the world for 16 different subjects.
- In 2015, UBC was awarded $66.5M in the first Canada First Research Excellence Fund (CFREF) competition for Quantum Materials and Future Technologies. The Stuart Blusson Quantum Matter Institute was officially launched in 2016, and in May 2017 moved into a new building which will house much of UBC’s quantum materials research laboratories.
- UBC actively contributed to Canada’s Fundamental Science Review, initiated by federal Minister of Science, Kirsty Duncan. UBC is hopeful that the panel’s report, Investing in Canada’s Future: Strengthening the Foundations of Canadian Research, will result in changes and new investments that further support the quality and impact of the university’s research enterprise.
- In 2016/17, the provincial and federal governments announced more than $38 million in research infrastructure funding. The B.C. Knowledge Development Fund and Canada Foundation for Innovation announced new funding for over 60 research projects, including providing new equipment for the study of anti-matter, for research on childhood diabetes, and establishing one of the largest DNA (genome) and computing research networks in the world.
• UBC’s Advanced Research Computing (ARC) strategy has been successfully launched, and an ARC Team has been recruited to support researcher access to high-performance computing and data management.

• The new Sequencing & Bioinformatics Consortium opened in late 2016, bringing together equipment and expertise in a common space to support small- to medium-scale gene sequencing projects. The Consortium complements the services already enabled for large projects at the Genome Sciences Centre.

• UBC is the most successful university in NSERC’s Collaborative Research and Training Experience program; professors Steven Hallam and Paul Pavlidis each received $1.65M awards for their integrated research and training programs.

• The most recent Thompson-Reuters Highly Cited Researchers List includes 19 UBC researchers who are ranked in the top 1% by citations for their field and year of publication. Two researchers with primary affiliations at the BC Cancer Agency and secondary affiliations with UBC were also on this List.

GOAL 2: Be a world leader in knowledge exchange and mobilization

Selected Recent Accomplishments

• In 2016 UBC was ranked the most innovative university in Canada by Thompson Reuters, based mainly on an amalgam of patenting metrics (50th in the world, 31st in North America).

• With a US$1-million gift from Microsoft, UBC and the University of Washington established the Cascadia Urban Analytics Cooperative to use data to help communities address chronic urban challenges, ranging from homelessness to traffic congestion.

• The University-Industry Liaison Office (UILO) has helped create 199 spin-off companies based on UBC research patents. From 2005-2016, UBC spin-off companies attracted over $540 million in investment. The UILO generated $8.7M in technology licensing revenue, up from $7.1M in 2014/15, helped UBC researchers file 232 patents (a 22% increase from the previous year), and facilitated the spin-off of 13 new companies.

• UBC Press acquired the publishing assets of Purich Publishing, a leading publisher of books on Aboriginal law, social justice, and western Canadian issues.

• UBC’s entrepreneurship programs continued to demonstrate success, with: 788 ventures registered, 120 active and engaged industry mentors, 121 Lean Launch Pad ventures, 11 ventures in UBC’s Hatch Incubator, $1.6 million in UBC seed fund investments in 13 ventures, and 500+ students enrolled in Entrepreneurship 101.

• In 2015, UBC and Roche signed a landmark exclusive license worth more than $140M to develop new therapies for the treatment of prostate cancer.
**Total Annual Research Funding**
2014/15: $531M
2015/16: $600M
2016/17: $580M

**Total Tri-Council Funding**
2014/15: $194M
2015/16: $203M
2016/17: $204M

- UBC’s Success Rate in the Canadian Institutes of Health Research Project Scheme is 19% (compared to a national average of 16%)
- UBC’s success rate in the Social Sciences and Humanities Research Council Insight Grants is 50% (compared to a national average of 32%)
- UBC’s success rate in Social Sciences and Humanities Research Council Insight Development Grants is 30% (compared to a national average of 32%)
- UBC’s Success Rate in the Natural Sciences and Engineering Research Council Discovery Grants is 80% (compared to a national average of 67%)
- UBC has attracted more partnerships and funding through NSERC’s Engage Grants program than any other university

UBC is ranked 34th in the world in ARWU (Academic Ranking of World Universities), 2016

UBC is ranked 36th in the world in the Times Higher Education (THE) rankings, 2016/17

97% of UBC researchers’ publications are more cited than the global average

51% of UBC research publications involve international partnerships

**Research Collaborations**
- There were 1,342 industry-sponsored research collaborations in 2016 (up from 1,261 in 2014/15), receiving $53.2 million total funding.
- There were 824 contracts and agreements with governments and non-profit partners in 2016 (up from 809 in 2014/15), including $80.9 million total funding.
COMMUNITY ENGAGEMENT

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

UBC exists for the communities it serves: local, provincial, national and global.

With multiple sites and a global reach, UBC dedicates its resources to dialogue and action on issues of public priority. UBC honours the time and effort that goes into building respectful community relationships and expands the notion of scholarship to embrace community engagement as both core to the university’s mission and foundational to excellent teaching, learning and research.

UBC’s ability to foster positive change is founded on the collective achievements of students, faculty, staff and alumni, and can be amplified by the power of the university’s relationships both locally and around the world.

GOAL 1: Be a leader in fostering public understanding of societal issues and in stimulating action for positive change

Selected Recent Accomplishments

- Dialogues on societal issues continue across both campuses through more than 300 publicly accessible lecture series, seminars and special speakers. Symposia, forums and research venues continue to engage the public in discussion on issues that foster understanding of public policy.

- Community members in the Okanagan continue to have opportunities to engage in dialogue on societal issues at public events like the Distinguished Speaker Series, Nobel Night, Mini-Med and International Day of Persons with Disabilities Film Festival. Further, focused discussions impacting public policy take place at symposiums such as Urbanizing Okanagan, Small School Think Tank and BC Food Systems Network gathering, Alumni and members of the public in Metro Vancouver and the Okanagan also discussed key local issues at five UBC Dialogue events in 2016/17.

- The University’s Centennial was marked by more than 100 high profile Centennial Initiatives each containing a public-facing component focusing on leading issues in today’s global society.

- The UBC Okanagan Alterknowledge Series offered a special calendar of “Centennial Sessions” that explore the themes of “Relation, Identity and Place” in the Okanagan, focusing on historical and present-day relationships between Indigenous peoples and newcomers/settlers.

- The UBC Corporate Relations Office provides personalized industry concierge service to facilitate connections between community and industry partners with individuals, group, resources and services at UBC in a deliberative, partner-oriented way.

- Recognized as one of United Way’s top 18 supporters in 2017, UBC pledged $555,000 in donor dollars and engaged over 350 volunteers across both campuses.
• The pilot UBC Public Scholars Initiative welcomed close to 80 PhD students into its cohort in the first two years. This pan-university initiative is committed to reimagining doctoral education in ways that facilitate collaborations with partners from various sectors, endorse engaged and innovative scholarship, and support graduate students’ broader career perspectives.

• The first cohort of 15 students in the Master of Public Policy and Global Affairs program graduated in May 2017 and the second cohort of 25 students is moving into the second year of the program. Students are engaging with real world policy making through case studies, field visits, policy competitions, global summits, and an intensive Global Policy Project, which offers them the opportunity to work with a client and apply their creative thinking and strategic design skills to a policy challenge.

GOAL 2: Be a leader in fostering social, cultural and economic well-being through lifelong learning and engagement with students, faculty, staff, alumni and the wider community

Selected Recent Accomplishments

• Last year, the UBC Learning Exchange engaged 500 students and 55 faculty in community-based experiential learning, community-based research and knowledge exchange, while engaging over 2000 local residents in peer-led programs, and collaborating with over 30 community partners on a range projects and activities in Vancouver’s Downtown Eastside.

• The Centre for Community Engaged Learning worked with faculty and 6,850 students to engage 272 community partners in community based experiential learning projects and initiatives across BC. All projects focused on societal challenges that are ill-defined, complex, and require multiple perspectives. Situated and contextualized within a place-based setting, these challenges are not easily solved and require innovative ideas to enable their resolution.

• The Indigenous Language Fluency Symposium brought together traditional knowledge holders and scholars from BC and around the world at UBC Okanagan to address the critical endangerment of First Nations languages and work toward a BC-wide Indigenous Language Fluency Degree.

• Campus and Community Planning uses its Engagement Principles to guide constructive, informative dialogue on planning and development with stakeholders and the broader campus community. In the past year this has included robust consultation on the 20 Year Athletics and Recreation Facilities Strategy (UBC GamePlan) and the University Boulevard area planning process, in addition to continued two-way communication through the UBC Community Conversations.

• A number of collaborative, capacity-building partnerships, projects and events helped create a more engaged and vibrant campus community. This year saw the Community Grant program grow through a new partnership with the Vancouver Foundation Neighbourhood Small Grant Program and the Musqueam nation, which has allowed an increase in funding and eligibility for projects that help build community capacity and create social vibrancy.
• The UBC Open Minds Forum is an insight community of 5,000 staff, faculty, alumni and students. In 2016, over 27,000 invitations were sent to panelists to help inform 12 different strategic and tactical initiatives across 10 administrative and academic teams/units.

• The BRIDGES Aboriginal youth employment initiative has just been launched, where members of the Institute for Community Engaged Research are partnering with the Okanagan Nation Alliance to evaluate results and identify best practices for offering services to Aboriginal youth who face barriers to employment.

• Through a partnership with the non-profit Third Space, UBC Okanagan social work and nursing students are now based in Kelowna’s largest business complex, the Landmark towers. There, students are working with mental health clinicians and gaining experience to develop work-life supports for employees of local businesses.

• Career and Personal Education programs support lifelong learning, including UBC Continuing Studies, continuing professional development programs in the Faculty of Medicine, Faculty of Pharmacy, Faculty of Dentistry, Faculty of Law, Faculty of Education and the Sauder School of Business, and programs for community-based learners such as Humanities 101 and Sciences 101.

• UBC engaged the broader university community, including over 87,700 alumni, 7,700 faculty, 7,500 staff and 350 university leaders from both UBC campuses to contribute towards the renewal of UBC’s international strategy. In the end, nearly 3,600 contributed to this campus-wide consultation.

• UBC saw increased levels of digital engagement for visitors exploring our website in 2016, with overall page view increases (+5%) and lower bounce rates (-14%).

• UBC expanded top level social media channel followers year over year by 131%. Facebook reach has grown to 8.8 million impressions monthly or 105 million annually.

Key Performance Measures – Community Engagement

Participation in public dialogue initiatives in 2016/17:

• 1,846 individuals participated in the Wall Exchange at UBC Vancouver (up from 1,500 in 15/16)

• 2,086 individuals attended the Distinguished Speaker Series at UBC Okanagan (up from 1,600 in 15/16)

Research Collaboration:

• UBC participated in 1,342 industry-sponsored research collaborations in 2016 (up from 1,261 in 2014/15), attracting $53.2 million total funding.

• UBC agreed 824 contracts and agreements with governments and non-profit partners in 2016 (up from 809 in 2014/15), involving $80.9 million total funding.
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.

UBC recognizes that past educational practices have worked to the detriment of Aboriginal peoples, and the university is committed to advancing understandings of Indigenous perspectives and histories and to developing partnerships that speak clearly to community priorities.

UBC is working to ensure curricula are responsive to the concerns of Aboriginal people, offer consideration of issues of importance, and that an understanding of Indigenous history is part of the education of all students, whatever their field of study.

While Aboriginal enrolment at UBC has increased over the past five years, Indigenous students continue to be underrepresented in the student body. The university is committed to addressing systemic challenges for Aboriginal students seeking to obtain postsecondary education, and is developing strategies at the central and faculty levels to ensure that qualified First Nations, Métis and Inuit students have clear pathways to admission to UBC programs.

GOAL 1: Expand educational opportunities for Aboriginal people and widen opportunities for all students to learn about Aboriginal issues and perspectives

Selected Recent Accomplishments

- Processes to develop Indigenous curricula, which are available to or required for all students, continue across several faculties, and a university-wide review process has been initiated. Indigenous curriculum is now required in two faculties (the Peter A. Allard School of Law, and Education) and is under active development in a third (Medicine).

- The Centre for Teaching, Learning and Technology (CTLT) continues to conduct training for new administrators, teaching assistants, and faculty in addressing Aboriginal issues and conducting effective classroom discussions. CTLT also supports faculty preparing to teach required or expanded course offerings. An orientation module is in place for all incoming students, as well as specific training for student leaders. Significant Aboriginal content is included in the Administrative Leadership Development Program.

- On the Okanagan campus, a subcommittee of the Aboriginal Strategic Initiatives Committee is developing classroom and online training resources.

- Persistent attention to opportunities to hire Aboriginal faculty and academic staff across the university has been effective – at least 50 faculty and academic staff self-identify as Aboriginal – though hiring in specific areas often involves multi-year recruitment.

- In addition to policies that support direct admission in many faculties for Aboriginal students, the UBC-Langara Aboriginal Transfer Program has expanded to include seven faculties, and programming through
Aboriginal Access Studies at UBC Okanagan continues to grow. Activities for recruiting Aboriginal students have been expanded and an orientation for new Aboriginal students at the Vancouver campus has been instituted, and critical case management structures for supporting Aboriginal and other students have also been strengthened.

- Significant philanthropic contributions have established awards to support Aboriginal students in the Sauder School of Business and to increase the participation of Aboriginal students preparing for entry into the health disciplines. Aboriginal Programs and Services at UBC Okanagan has received philanthropic support to expand the Aboriginal Peer Mentoring and Tutoring program as well as expand programming with visiting Elders.

- Programs such as Summer Science, CEDAR, Native Youth Program, and the Verna J. Kirkness Science and Engineering Education Program introduce Aboriginal middle and high school students to campus, faculty, and university studies., while the Bridge Through Sport program supports the educational aspirations of Musqueam youth. Last year, UBC hosted the national Indspire youth career conference for over 700 students. Aboriginal Programs and Services on the Okanagan campus has partnered with the Ki-Low-Na Friendship Society to offer an introductory writing course at the downtown Friendship Centre location that helps to prepare students who may be interested in enrolling in Aboriginal Access Studies.

- The Saturday Middle School project is working with School District 23 to deliver a three year pilot program that will offer a holistic learning experience for Aboriginal learners in Middle School.

**GOAL 2: Increase engagement and strengthen mutually supportive and productive relationships with Aboriginal communities**

**Selected Recent Accomplishments**

- Programs such as NITEP, the Indigenous concentration in the School of Community and Regional Planning, co-developed with the Musqueam and other Aboriginal communities, the First Nations and Endangered Languages Program, and the Faculty of Forestry’s curricula co-developed and taught on Haida Gwaii address priority community concerns in community settings.

- The Centre for Excellence in Indigenous Health continues strong working relations with the First Nations Health Authority. Aboriginal Programs and Services on the Okanagan campus and the Ki-Low-Na Friendship Society offer an introductory writing course for adult learners. Also, in partnership with the En’owkin Centre learners can take courses that lead to certification of N’SYIILXÇEN (Okanagan) language and culture.

- Building on existing community-based research initiatives, work is continuing toward the establishment of a university-wide Indigenous research initiative.

- The First Nations and Indigenous Studies Program requires all majors to complete year-long research projects in collaboration with Aboriginal organizations, meeting the organizations’ stated needs. Other programs, such as the SCARP Indigenous concentration in planning and the iSchool’s First Nations
concentration in information management, place students in internships addressing core community needs.

- Construction of the Indian Residential School History and Dialogue Centre, affiliated with the Truth and Reconciliation Commission’s (TRC) National Research Centre in Winnipeg, is nearing completion on the UBC Vancouver campus. Once complete, the centre will provide ongoing access to TRC records and serve as a hub for communities, researchers, and students on collaborative projects, and will provide access to extensive information for students and the public on the history and effects of Indian residential schools and many other associated systems. UBC continues to seek funding partners to develop the collections and curriculum.

- Public lectures in many venues engage the university and public on a range of Indigenous issues at both campuses. For example, last year the Institute for Critical Indigenous Studies launched its Global Indigenous Rights Lecture Series, with TRC Commissioner Chief Wilton Littlechild providing the inaugural talk. The Faculty of Creative and Critical Studies’ Alterknowledge Discussion Series brings together university and community participants together monthly to discuss UBC Okanagan campus’ identity and relationship to place.

- The professional development initiatives at the Centre for Teaching, Learning, and Technology, the Community-Based Research initiative, and many other department-level initiatives provide effective ways for faculty and staff to develop their capacity for community engagement.

Key Performance Measures – Aboriginal Engagement

There were 1,637 Aboriginal undergraduate and graduate students, and residents enrolled at UBC in 2016/17:

- 928 Aboriginal undergraduate students and residents at UBC Vancouver (up 12% since 2012/13)
- 438 Aboriginal undergraduate students at UBC Okanagan (Up 20% from 2012/13)
- 232 Aboriginal graduate students at UBC Vancouver (Up 11% from 2012/13)
- 39 Aboriginal graduate students at UBC Okanagan (Up 8% from 2012/13)

There were 138 courses with significant Aboriginal content offered at UBC Vancouver

There were 45 courses with significant Aboriginal content offered at UBC Okanagan

There were 16 courses offered in Aboriginal communities through the Vancouver campus
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.

The start an evolution campaign, UBC’s centennial celebrations and the new Robert H. Lee Alumni Centre have deepened the university’s connections with its graduates in recent years; today more alumni are engaged on an annual basis with UBC than ever before.

20 per cent of UBC’s global community of alumni contributed to UBC’s success in 2016-17 as lifelong learners, donors, mentors to students and in other meaningful ways. The alumni UBC five-year strategic plan, Connecting Forward, came into effect in April 2017 and outlines our goals to continue building fruitful relationships with UBC alumni in the coming years.

GOAL 1: Enrich the lives of graduates through a deeper connection to UBC, and help the University achieve its vision

Selected Recent Accomplishments

• Alumni UBC built up its digital library with webcasts and podcasts of its programming from throughout the year. These were downloaded more than 46,000 times.

• The alumni UBC social media presence has grown to have nearly 50,000 followers through LinkedIn, Facebook and Twitter.

• New career development programming for alumni was piloted this year. More than 12,000 participated through programs, webinars, mentoring programs or through online communications.

GOAL 2: Increase alumni commitment to UBC through an expansion of opportunities for lifelong engagement

Selected Recent Accomplishments

• Nearly 19,000 alumni attended our programs held throughout the year.

• Just under 3,400 alumni supported UBC by volunteering their time through leadership activities, mentoring and much more.

• The Robert H. Lee Alumni Centre opened its doors May 1, 2015 and has been a very busy hub of activity. At the new UBC Welcome Centre on the main floor, more than 26,000 visitors have been helped by our student ambassadors and there have been more than 20,000 sessions recorded on the new interactive wall.

• More than 17,000 alumni updated their address with us this year, an increase of 77% over last year.

Key Performance Measures – Alumni Engagement

• Alumni engaging with UBC: 65,222, a 13% increase on 2015/16, and a figure which represents 20% of UBC’s global alumni community.
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.

UBC welcomes responsibility for promoting intercultural understanding on its campuses. Working to build community in diversity, the university strives to increase access for all and particularly for historically disadvantaged groups.

UBC is a community in which human rights are respected and equity and diversity are integral to university life, and provides a safe place for significant conversations across profound cultural difference. Positioned to engage a full range of local, national, and international experiences and perspectives, UBC collaborates to reduce conflict and generate sustainable solutions to the complex questions of our time.

GOAL 1: Increase awareness and experience of the benefits of intercultural learning and developing intercultural fluency

Selected Recent Accomplishments

- UBC has implemented the mid-level Intercultural Understanding Strategic Plan for the Vancouver campus, which addresses intercultural understanding amongst students, faculty and staff.
- UBC Library and several units at UBCO and UBCV received intercultural educational sessions from the Equity and Inclusion Office or the Centre for Teaching and Learning Technology (CTLT) to enhance their intercultural fluency and to provide strategies for embedding it into their everyday work.
- The Managing@UBC Program from Human Resources and CTLT offers a Managing@UBC Intercultural Certificate, which provides managers with an intercultural focus and develops the university’s capacity to talk about diversity.
- In 2015/16, UBC international students organized the UBC Hua Dialogues, a series of events for students to discuss issues related to Chinese communities in a respectful manner. The dialogues involved students from Mainland China, Hong Kong, Macau, Taiwan and Canada and were open to all UBC community members.
- UBCO launched an intercultural development program to bring together students from across campus through a blend of workshops and hands-on learning that imparts the perspective and skills needed to live and work within a diverse community.
- The network of Faculty Equity Leads, which includes Associate Deans and senior faculty members in each of the Faculties, examine, identify and share core strategies and processes to support not only the leadership in their Faculty, but the progress on the implementation of equity and inclusion commitments in faculties and units. These commitments arose out of UBC’s response to the Task Force Report on gender-based violence and Aboriginal Stereotypes (2013), and more specifically the Provost’s priority to advance these commitments within faculties and units.
• As part of the investment in student mental health and wellbeing, and the development of a new collaborative care model for mental health services, there is a commitment to developing professional staff competencies to effectively serve a diverse population of students. In 2016 and 2017, staff from Counselling Services, Student Health Service, Access & Diversity, Student Wellbeing Promotion and case management have participated in professional development activities including Transgender Health: Gender Identity and Gender Expression on Campus and the San’yas Indigenous Cultural Safety Training program.

• Programs supporting internationalization and intercultural understanding continue to be strengthened through the work of the Simon KY Lee Global Lounge & Resource Centre. Through a range of globally-focused student projects and programs such as Tandem Language Exchange, International Development Week, Global Café and Impact Lab, student-led internationalization is enhanced and students from different cultural groups have more opportunities to interact, learn and grow together through meaningful relationship building.

• The UBC & AMS Global Fund provides an opportunity for collaboration amongst students from different disciplines, cultures, and nationalities to connect on key global issues. In 2016/17, the Fund provided support to 21 student projects that encouraged international engagement and intercultural awareness on the Vancouver campus.

• The Tandem Language Exchange Program matched 1,163 UBC students, staff and faculty to practice a new language and engage in intercultural learning.

GOAL 2: Remove barriers to greater diversity within the University, including those faced by historically disadvantaged groups

Selected Recent Accomplishments

• In 2016, the university undertook an employment equity census of all faculty and staff. While response rates had been dropping for a number of years, strong efforts at the local level raised the overall response rate by 16% (resulting in a 76% and 80% response rate at UBCV and UBCO respectively). This provides the university with a much better picture of its representation of women, racialized people, people with disabilities, indigenous people, and gender and sexual minorities.

• Rule Out Racism week was held in March 2017 at UBCO and featured student, faculty and staff presentations and events related to topics of race and racism.

• Partnering with Alumni and Development, the Equity & Inclusion Office held a public presentation and discussion on Examining Whiteness: What’s at Stake for Canada? The event was moderated by Duncan McCue and featured Professor Handel Wright and Professor Linc Kesler from UBC, as well as Professor Malinda Smith from University of Alberta. This event reached a very large audience on and off campus.

• The Vice Presidential Strategic Implementation Committee for Equity and Diversity organizes working groups comprised of subject matter experts from across both campuses focused on strategic initiatives
and recommendations identified in the university’s diversity plans. The mandate of the working groups is to make action-oriented recommendations to the Strategic Implementation Committee on the implementation of strategic initiatives. Working groups focused on specific issues such as Trans*, Two-Spirit and Gender Diversity, which aimed to identify areas for improvement and opportunities for inclusion of trans*, two-spirit and gender diverse UBC community members. Significantly, recommendations provided by this Working Group resulted in an amendment to Policy #3: Harassment and Discrimination, to include ‘gender diversity or gender expression’ as protected grounds, in line with changes made to the BC Human Rights Code.

- In 2016, five groups at UBCO received Equity Enhancement Funding, totaling $15,000, while ten groups at UBCV received funding totaling $70,000. UBCO recipients included groups focusing on Indigenous tattooing and food insecurity, while UBCV recipients included groups focusing on building equity committees at unit levels, supporting student activities like women’s debating championships, a racialized students conference and an African intergenerational dialogue series.

- Recognizing the changing dynamics of UBC’s student populations, including the increase in numbers, backgrounds, and complexity of the diversity of domestic and international students on both campuses, the Board of Governors approved the UBC Commitment to Diversity Fund in December 2015. The fund strategically engages, enhances, and embeds support for student diversity into university systems and operations in order to address challenges in attracting and supporting a range of diverse students.

- In the spring of 2016, the Provost, VP Students, and the AVP Equity & Inclusion established the Student Diversity Initiative (SDI) to develop a framework for the Commitment to Student Diversity Fund. Working with an Advisory Committee, the Student Diversity Initiative Project Team engaged in an assessment and priority setting process to identify systemic and strategic priorities for Year 1 and 2 of the fund that will impact the experience of diverse students at UBC.

- UBC increased the staffing component of Access & Diversity, developing capacity to respond in a holistic manner in collaboration with faculty advising units to provide more services and accommodations for the growing numbers of indigenous and international students with disabilities.
### Intercultural fluency:

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The measure presented here is the average percentage of 4th year undergraduate students responding “Good”, “Very Good”, or “Excellent” on the six-point scale included on five relevant survey items from the 2015 Undergraduate Experience Survey. The 4th year cohort was selected as they are students who have had time to develop their intercultural fluency since arriving at UBC. The five survey items measured are:

- Understanding racial and ethnic differences/issues - Current level
- Respect for cultural diversity - Current level
- Comfort working with people from other cultures or backgrounds from my own - Current level
- Openness to cultural difference - Current level
- Ability to engage with diverse perspectives – Current level
INTERNATIONAL ENGAGEMENT
The University creates rich opportunities for international engagement for students, faculty, staff, and alumni, and collaborates and communicates globally.

As North America’s most internationally-engaged university, UBC prepares its graduates for success in today’s global society. UBC is home to 14,433 international undergraduate and graduate students from 150 countries who together contribute to a global learning environment. The university continues to invest in initiatives to attract top students, faculty and staff from countries around the world, and to seek opportunities to engage on the global stage.

GOAL 1: Increase the capacity of UBC students, faculty, staff, and alumni to engage internationally

Selected Recent Accomplishments

- More than 22,000 UBC students have experienced the culture of another region through one of the many international experiences offered by UBC’s Go Global programs.

- In 2016/17, about 3,000 UBC students participated in mobility abroad either in Global seminars, coordinated international experiences, faculty led projects, Go Global projects, co-op programs and other university-related activities. Over 1000 of these were involved in international exchanges, spending at least one term studying at one of our 300 university partners worldwide.

- 91% of students surveyed after an international experience consider that they have gained skills that help them engage more effectively with diverse perspective, and 89% of them consider they have greater understanding of the complexities of global issues. Reflecting on the behavior change occurring after their study abroad, 94% of students declare that they are “more likely to actively seek out international opportunities in the future”.

- UBC’s strategic partnership with Free University of Berlin (FUB) is growing, with the exchange of 7 graduate students in each direction on research stays for up to 3 months. The FUB-UBC joint fund encourages the participation of graduate students in research development.

- A UBC-Mitacs partnership with universities in Chongqing, China, arranges summer research placements in China for 45 UBC graduate students and for 45 Chinese students at UBC. About 100 students benefited directly from various Mitacs scholarships this year.

- An International Advisory committee representing all UBC faculties and units on both campuses is in place; along with a consultation process on the UBC International Strategy 2020.

- 51% of UBC research publications involve international partnerships, highlighting the university’s strength as a globally-connected research university.
**GOAL 2: Strengthen UBC’s presence as a globally influential university**

**Selected Recent Accomplishments**


- In April 2017 the University of Tokyo joined the existing partnership between UBC and the Max Planck Society for the Max Planck Centre in Quantum Materials.

- For the fourth consecutive year, UBC has been ranked as the most international university in North America by Times Higher Education. UBC was recognized for attracting top students, faculty and staff from across the globe and for its teaching, learning and research partnerships with more than 300 institutions worldwide.

- UBC is working with the University of Central Asia (UCA) to develop new programs in Earth and Environment Sciences. UCA’s mission is to promote the social and economic development of Central Asia, particularly its mountain societies, while at the same time helping the different peoples of the region to preserve and draw upon their rich cultural traditions and heritages as assets for the future.

- UBC signed agreements with Tsinghua University and Beijing Sport University to help train sport managers, staff and students for the upcoming 2022 Winter Olympics in Beijing. Tsinghua University also has a number of initiatives in place with the Sauder School of Business and the School of Kinesiology.

- The first cohort of PhD students funded from the Science and Engineering Research Board (SERB) of India arrived on both campuses in 2016.

- Recognition of University expertise related to Canada-China and Canada-Asia relationship increased across British Columbia, in Ottawa and around the world (demonstrated, for example, by ambassadors’ visits to the university).

- The Vancouver Summer Program packages attracted 1,231 students from 99 different sending universities in 2015.

- 11 projects at UBC received funding from the International Development Research Center (IDRC), worth $220,000.

- UBC has partnered with the MasterCard Foundation in an initiative aiming at fostering a new generation of African leaders; over ten years, beginning in 2013, the program will support a total of 112 MasterCard Foundation Scholars, including 77 undergraduate and 35 masters students.

- The Faculty of Education continues to offer programs in the Somali Refugee Camp in Dadaab, Kenya, in partnership with Canadian and Kenya Universities and International NGOs. The project is funded by Global Affairs Canada.

- The UBC community has mobilized several initiatives to support Syrian refugees, and has committed to double the number of scholarships offered to refugees through WUSC at UBC.
UBC is a partner and host of the Canadian International Resources and Development Institute, a consortium with Simon Fraser University and École Polytechnique de Montréal, which is funded by CIDA.

Key Performance Measures – International Engagement

There are 14,433 international undergraduate and graduate students at UBC:

- 10,058 international undergraduates on the Vancouver campus (23.4%, up 1.8% from 2015/16)
- 1,002 international undergraduates on the Okanagan campus (12.7%, up 1.5% from 2015/16)
- 3,115 international graduate students on the Vancouver campus (32%, down 0.2% from 2015/16)
- 249 international graduate students on the Okanagan campus (31.6%, up 1.9% from 2015/16)
- 51% of UBC research publications involve international partnerships
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.

Over 15,000 employees are united in their passion for UBC, and together have created one of the world’s leading academic institutions and one of Canada’s best places to work.

Recognizing that an organization is its people, UBC strives first to retain the faculty and staff who have shaped its present success and then to attract those who can best help the university uphold its commitments.

UBC sustains an inclusive atmosphere of collegiality and respect by increasing its investment in the coordinated orientation of new recruits, development and recognition programs, health and well-being initiatives, and leader training and support.

GOAL 1: Be the place of choice for outstanding faculty and staff

Selected Recent Accomplishments

- UBC implemented an Orientations & Onboarding program for new staff on the Vancouver Campus, and provided workforce planning support across the university, including improved benchmarking partnerships with peers across Canada.
- Professional development fund maximums have been increased for employees in the CUPE 116, CUPE 2950, Executive Administration, and Non-Union Technicians & Research Assistants employment categories, and UBC has continued the license with Lynda.com, an online collection of instructional videos designed to provide just-in-time training across a variety of topics.
- The university continues to support the capacity of heads, directors and managers to have conversations with staff and faculty to encourage and facilitate professional, personal and career exploration. Alongside this, UBC has completed an external review of our manager program, Managing@UBC, and implemented changes identified in the review as appropriate.
- Implementation and refinement of Housing Action Plan policies continues at the Vancouver campus.
- The university has created an Internal Communications team, completed research, built new systems and tools for enhanced staff and faculty communications, and continues with implementation of the internal communication strategy and plan.
- Planning for the 2017 Workplace Experiences Survey has begun, including planned improvements in methodology and delivery, and departments have been supported to interpret and identify priorities from the 2014 Workplace Experiences Survey results.
- The focus on Engagement and Wellbeing initiatives has increased across both campuses, through increased staffing in the relevant areas of professional expertise.
GOAL 2: Be a healthy, inspiring workplace that cultivates well-being, resilience and commitment, and be responsive to the family needs of faculty and staff

Selected Recent Accomplishments

- UBC continues to focus on bullying and harassment training and awareness, and supports community-building initiatives such as the “Hot Lunch”, the Harvest Feast and the Faculty Connections Club.
- UBC has implemented a refreshed workplace wellbeing and benefits web presence to better assist faculty and staff in connecting with resources to support their health and wellbeing, and expanded training and education vehicles for mental health literacy, support and awareness, including the addition of two new Senior Advisors, Workplace Mental Health. These new internal resources provide legal and clinical support to UBC’s managers and leaders on issues related to mental health in the workplace.
- Academic leadership programs continue to be offered in Vancouver and the Okanagan with the goal of providing leadership development, support and networking opportunities for new academic leaders.
- The re-designed Healthy Workplace Initiatives Fund program has been implemented with a simplified application process and easy-to-implement toolkits for participating departments.
- UBC, along with five other Canadian Universities, became the first in the world to formally adopt the Okanagan Charter: An International Charter for Health Promoting Universities and Colleges. Included in this announcement was a $1 million dollar investment for UBC Wellbeing.
- UBC Vancouver partnered with the Pharmacists Clinic to provide Lung Health Screenings as part of the Travelling Health Fair, and UBC Okanagan hosted Health Measures Assessments, focusing on functional movement testing. UBC also partnered with ParticipAction to pilot an online physical activity challenge called UPnGo.
- The UBC Okanagan Campus participated in the Gratitude Project run by the Canadian Mental Health Association and Third Space.
- UBC Thrive, an award-winning wellbeing campaign started at UBC, is now in its eighth year. Our Thrive partnerships with departments on the Not Myself Today campaign doubled over the last year.
- UBC Wellbeing, a partnership between VP Students and VP HR, developed two of its priority frameworks: Increasing Physical Activity and Reducing Sedentary Behavior and Food and Nutrition.
- UBC Vancouver has conducted an external review of the Return to Work Program, which identified successes and gaps. The implemented recommendations include the restructuring of procedures and the enhancement the disability case management expertise, which resulted in staffing changes.
- The university has created an ergonomics partnership with UBC Properties Trust and Infrastructure & Development to incorporate ergonomics recommendations into Technical Guidelines for new building construction.
- UBC has created a Centralized Accident/Incident Reporting System to increase reporting from departments electronically and reduce carbon foot print.
• UBC Vancouver and Okanagan WSBC claims are centrally monitored at UBC Vancouver and time loss injuries are mitigated by the Return to Work Program in Vancouver and the Workplace Reintegration Accommodation Program in Okanagan.

**Key Performance Measures - Outstanding Work Environment**

UBC faculty and staff voluntary turnover was 6.0% in 2016 (down from 6.8% in 2015).

2014 Workplace experience survey results (latest available):
  • 62% of UBC faculty would recommend UBC as a good place to work
  • 73% of UBC staff would recommend UBC as a good place to work
SUSTAINABILITY

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

UBC recognizes that to meet society’s needs without compromising those of future generations requires the best efforts of the brightest minds in every field—ecological, economic, and social.

Already a global sustainability leader, the university builds its international reputation by taking the lead at home: in Vancouver and the Okanagan, UBC links academic, research, and operational sustainability to become a living laboratory.

Prudent with financial resources and mindful of its mandate to society, UBC supports those initiatives that will ensure the long-term resilience of the university and its ability to serve for generations to come. The University creates cost-neutral ways to include sustainability teaching and learning in and across all disciplines, and encourages students, staff, and faculty to carry daily sustainability practices out beyond the gates.

In class, in campus plans, in community development, and in partnerships both local and global, UBC exemplifies the hope that we can leave behind us a world worthy of our children.

GOAL 1: Ensure UBCs economic sustainability by aligning resources with the University vision and deploying them in a sustainable and effective manner

Selected Recent Accomplishments

• A balanced operating budget has been approved for financial year 2018, with all administrative units and faculty budgets being reviewed.

• The process of developing quarterly operating reports continues to be refined to better highlight key areas impacting financial results for the year. The reports are created with insight from Faculties and Administrative units, and reviewed at a consolidated level by senior management.

• The University has also developed a fiscal strategy, which includes financial metrics and targets for financial performance and its financial position. The metrics are reviewed against target for the current year and for the impact of the approved budget on the succeeding year.

GOAL 2: Make UBC a living laboratory in environmental and social sustainability by integrating research, learning, operations, and industrial and community partners

Selected Recent Accomplishments

• UBC has been a global leader in sustainability for two decades, including opening Canada’s first sustainability office in 1997, and achieving its Kyoto greenhouse gas (GHG) emissions target in 2007, a 6% reduction compared with 1990 levels despite 35% growth in floor space.

• In 2016, UBC achieved its Climate Action Plan GHG emissions target, a 34% reduction compared with 2007 levels despite a 19% growth in floor space.
• In 2016/17, UBC Vancouver’s Campus Energy Centre completed its first full year of operation as the primary thermal energy source for UBC’s new hot water district energy system. The new hot water district energy system replaced the campus’ 90 year old steam system, and improves energy efficiency by over 24% and reduces the Vancouver campus’ carbon emissions by 22%.

• UBC won the prestigious 2016 International District Energy Association (IDEA) Innovation Award for achievements made by its Bioenergy Research and Demonstration Facility. This living laboratory project produces renewable energy from clean wood waste and reduces Vancouver campus carbon emissions by 14% annually.

• In 2011 UBC was the first Canadian university to achieve a Gold Sustainability Tracking, Assessment & Rating System (STARS) rating, and in 2015 we achieved our second consecutive Gold rating.

• UBC has engaged 591 students, faculty and staff in applied campus research projects through the SEEDS Sustainability Program, resulting in 103 projects and 139 student reports in 2015/16.

• UBC has collaborated with campus and community partners to evaluate and report on the university’s sustainability performance through the Annual Sustainability Report. As a result UBC has gained recognition for its sustainability leadership and earned several international awards, including for building excellence, applied student engagement, and overall sustainability efforts.

• The university supports sustainability-related programming in student residences aimed to foster a culture of sustainability and behaviour change, including by bringing together faculty, students and staff to work on collaborative and applied research projects through the SEEDS Sustainability Program.

• 109 Sustainability Coordinators are engaged in offices and labs, providing tools, training, and resources to enhance sustainability in workplaces and research environments across campus and support achieving UBC’s ambitious sustainability targets.

• Students have been involved in a year-long co-curricular Sustainability Ambassadors program that facilitates peer-to-peer engagement around sustainability and helps students gain knowledge and applied skills. A further 62 students addressed campus sustainability priorities through an applied Sustainability Challenge competition.

• The UBC Sustainability Scholars Program provided real-world learning experiences to over 50 UBC graduate students, enabling them to work on applied sustainability projects that advanced sustainability goals of partners, including Metro Vancouver, City of Surrey, City of Vancouver, BC Hydro, and Fraser Health Authority.

• UBC has completed a Memorandum of Understanding with Metro Vancouver, which provides a formal platform for facilitating collaboration in the areas of Research, Learning and Innovation; Operations and Infrastructure; and Regional Prosperity.

• UBC’s Okanagan campus has continued implementation of the building optimization and energy conservation behavior change programs, which yielded a 140% return on investment in less than 2 years.
• UBC’s Okanagan campus also completed and implemented the Whole Systems Infrastructure Plan (2016). Developed in alignment with and to support the Okanagan Campus Plan (2015), the Whole Systems Infrastructure Plan establishes performance targets, a 5-year implementation plan and a long-term roadmap to achieve campus sustainability performance across built and natural environments to 2030 and beyond. As part of this process, the campus secured partnership funding from FortisBC for energy efficiency planning.

• The Okanagan campus has also actively engaged students in transportation and renewable technology engineering for future planned infrastructure projects.

**GOAL 3: Create a vibrant and sustainable community of faculty, staff, students and residents**

**Selected Recent Accomplishments**

• The UBC Vancouver University Boulevard Neighbourhood Plan has been updated to develop a vision for the precinct as the university’s gateway, a vibrant academic and social hub, and a complete community.

• The university has also continued the implementation of the Public Realm Plan, including capital investments to animate, invigorate and bring life to campus, enhance educational experiences and sustainability, and instill a strong sense of place.

• Community policies and plans have been fulfilled by successfully delivering community programming that leverages UBC’s public spaces and cultural, artistic and community assets, including capacity-building partnerships, projects and grants.

• The university has collaborated with the University Neighbourhoods Association to develop a more detailed design vision for the Wesbrook Place Neighbourhood, including increasing the range of housing types and unit sizes to meet the needs of faculty, staff and other future residents.

• The new Aquatic Centre is now open, offering an important amenity to campus residents, students, staff and faculty.

• UBC continues to work with key partners to advance rapid transit planning.

• Implementation of recommendations from the Community Energy and Emissions Plan continues in UBC’s residential neighbourhoods, including a review of Energy and Atmosphere credits for the Residential Environmental Assessment Program, and energy benchmarking and energy efficiency case studies for existing buildings.

• UBC’s Okanagan campus established the Healthy Cities Partnership (2014) with the City of Kelowna and Interior Health, resulting in the implementation of collaborative research projects including the study of urban density and greenhouse gas emissions in Kelowna.

• The UBC Board of Governors endorsed the UBC Okanagan Campus Plan, which sets out the vision for the physical development of the campus and provides a long-term planning framework to manage future
campus growth to support the university’s strategic plan, academic mission and sustainability imperatives.

- Ponderosa Commons and Orchard Commons were both completed and are now operational, adding nearly 2,200 new student beds, new food concepts, a second Collegia, a new childcare centre, and academic spaces for the Faculty of Education and Vantage College on the Vancouver campus. UBC Vancouver now offers over 11,000 student bed spaces, and other student residence projects currently underway will increase the total number of beds to 12,400 by 2019.

- A street food fleet was launched on campus, providing additional offerings and animating the public realm.

- Supported through UBC Wellbeing, a Food and Nutrition Working group was formed to collaboratively develop a framework to guide food and nutrition strategies and priorities across UBC.

Key Performance Measures - Sustainability

- 34% reduction in GHG on the Vancouver campus between 2007 and 2016

- 40% reduction in GHG emissions per student FTE on the Okanagan campus between 2007 and 2016
  (*due to the availability of data, 2007 baseline includes building emissions only)

- 2015 was UBC’s second consecutive STARS ‘gold’ rating for sustainability (valid for three years)
MINISTRY GOAL 1

Students are supported to achieve their education, employment and training goals

Ministry Objectives

1.1 Align post-secondary education and training with labour market demand to achieve a highly skilled workforce
1.2 Respond and adapt to the diverse and changing needs of students
1.3 Increase participation and successful completion of all students

Selected UBC strategies and achievements aligning with Ministry Goal 1

Aligning with the labour market

- UBC is working with the Government of British Columbia on the implementation of the BC Skills for Jobs Blueprint (see further detail under Mandate Letter Priorities below). UBC is on track to meet the ministry-mandated target for alignment of the operating grant toward in-demand jobs
- Faculties continuously monitor student demand, as well as labor market and sector needs to add new programs and reduce or phase out programs. Newly launched programs include the Master of Business Analytics, Master of Data Science, Master of Geomatics for Environmental Management, and a suite of Master of Engineering Leadership programs, among others
- Many faculties and departments maintain advisory councils or committees with representatives from professional associations and related industry sectors to ensure the continued relevance and alignment of their programming
- The university has undertaken planning to expand tech sector-related programs in engineering, life sciences and computer science, pending funding allocations under BC Budget 2017
- UBC is expanding and improving programs that support student entrepreneurship and the training of highly-qualified personnel. e@UBC provides comprehensive supports to students launching new companies while programs such as Ecoscope are providing UBC students with advanced genomics and biological engineering skills needed to solve problems at the forefront of academic inquiry and industrial application

Transforming teaching and learning

- UBC continues to expand its university-wide Flexible Learning Initiative. In 2016, 231 courses were transformed on the Vancouver campus, reaching a combined enrollment of 46,350 students (20,406 individual students). This initiative focuses on developing, delivering and evaluating learning experience resulting in dramatic improvements in student achievement
- Teaching innovation is supported across UBC, for example through the Teaching and Learning Enhancement Fund (TLEF) on the Vancouver campus and the Aspire Learning and Teaching Fund on our Okanagan campus.
- Broad-based admissions are in place in all of UBC’s undergraduate programs to better align student aspirations with academic goals.
- UBC continues to expand its offering of experiential learning opportunities, including work-integrated learning such as co-ops and internships. 73% of graduating students participate in experiential learning opportunities (including international learning opportunities, internships, co-ops, service learning, research based experiences, leadership and professional skills development).
- UBC is consolidating its life-long learning programs under the university-wide UBC Extended Learning initiative, which combines Continuing Studies and Career and Personal Education. UBC is strengthening its contributions to learners, society, industry and government, and enhancing alumni engagement through the provision of high quality continued education that is relevant, modular and flexible.

**Increasing participation and successful completion**

- UBC reduces or removes financial barriers to education through bursary and scholarship programs under the university’s Policy 72, and continues to seek philanthropic gifts targeted at making university education more accessible.
- UBC takes a holistic, cross-campus approach to championing wellbeing across the university. Through conversations with community members five wellbeing priority areas have been identified: Built and Natural Environments; Food and Nutrition; Increasing Physical Activity and Reducing Sedentary Behaviour; Mental Health and Resilience; and Social Inclusion and Connectivity.
- Each entering student is assigned an Enrolment Services Professional who stays with them throughout their time at UBC.
- Programs are in place to assist students adjusting to university life and to provide support, including orientation, peer programs, Jump Start and Kick Start programs.
- Early Alert, a program for triage and early identification of students at risk of not completing, is in its fifth year. Since its launch in 2012, more than 1,700 faculty, staff and Teaching Assistants have been trained to use Early Alert.
- UBC provides tools, resources and supports to help students manage their finances and plan for expenses related to their education. UBC Student Services’ supports include professional and peer advising services, workshops, online tutorials, and comprehensive financial planning information and tools such as calculators and budget worksheets.
- UBC has a comprehensive strategy and suite of programs aimed at expanding education opportunities for Aboriginal people and widening opportunities for all students to learn about Aboriginal issues and perspectives. Selected highlights include:
  - The UBC-Langara Aboriginal Transfer Program, a collaboration between the University of British Columbia and Langara College that offers First Nations, Métis and Inuit students a clear pathway to a degree at UBC’s Vancouver Campus, has expanded to include seven UBC faculties
  - Significant philanthropic contributions have established awards to support Aboriginal students in the Sauder School of Business and to increase the participation of Aboriginal students preparing for entry into the health disciplines

**Ministry Goal 2**
Maintain a quality post-secondary education system that provides B.C. with a global competitive advantage

**Ministry Objectives**
2.1: Increase international participation throughout our education system
2.2: Build on current strengths to enhance the quality of the post-secondary education system
2.3: Increase collaboration, innovation and partnerships

**Selected UBC strategies and achievements aligning with Ministry Goal 2**

**International education**
- 23% of graduating undergraduates participated in an international university experience during their time at UBC
- UBC continues to welcome the largest number of international students in the province. In 2016/17, there were 14,433 international students on the Vancouver and Okanagan campuses, a 9.5% increase over 2015/16. These students came from 150 countries
- UBC provides specialized supports to attract and help ensure the success of international students, such as Vantage College, which accepted its first cohort in September 2014 with 188 students, growing to 267 students in September 2015, and over 350 students in September 2016

**Strengthening the quality and global competitiveness of BC’s post-secondary system through innovation, collaboration and partnership**
- UBC collaborates across BC and Canada’s university system through leadership in the Research Universities Council of BC, Universities Canada, and the U15 Group of Research Universities
Examples of teaching program collaborations include UBC, SFU, BCIT and Emily Carr awarding joint degrees in the Masters of Digital Media Program at the Centre of Digital Media in Vancouver, the Distributed Medical Education Program in regions across the province, and extensive program transfer agreements with BC universities and colleges.

- UBC is involved in high-level international partnerships with leading institutions such as the Association of Pacific Rim Universities, Max Planck Society, Fraunhofer Institute, and Sciences Po.

- Collaborations are also built through specific research partnerships with universities, governments and the private sector. Examples include:
  - Vancouver Institute for Visual Analytics, a joint SFU and UBC initiative with industry partners such as Boeing, IBM, SAP and many others.
  - Cascadia Urban Analytics Cooperative, established by UBC and the University of Washington with funding from Microsoft.
  - Composites Research Network – UBC is the lead node with partners University of Victoria, Camosun College, University of Alberta, University of Lethbridge, Canadian Light Source in Saskatchewan, the Composites Innovation Centre in Winnipeg, and McGill University, as well as industry partners Boeing, Convergent Manufacturing Technologies, Avcorp, and Toray Composite Materials.
  - IC-IMPACTS, the India-Canada Centre for Innovative Multidisciplinary Partnerships to Accelerate Community Transformation and Sustainability: UBC leads this project with academic, government, and industry partners across BC, Canada and India.
  - Sustainable Aviation Bio-fuel project (UBC, SkyNRG, Boeing, Westjet, Air Canada, Bombardier, and other partners).
  - Industrial Biocatalysis Network (UBC, Concordia University and the University of Toronto).
  - Survive and Thrive Applied Research (UBC’s Okanagan Campus, Helios Global Technologies, and Imperial College London).
  - UBC/KEDGE Wine Leaders Forum (UBC’s Okanagan Campus, KEDGE Business School in Bordeaux, France, BC Wine Institute, Terroir BC).
  - Canadian International Resources and Development Institute (UBC, SFU, École Polytechnique de Montréal with international governments, companies and non-profit organizations).

- UBC has partnership agreements with more than 300 universities and research institutions in more than 50 countries.

- UBC has been particularly active in establishing new research and teaching partnerships with universities and governments in China. In 2016, UBC had 95 active agreements with 52 universities in 16 Chinese provinces.
• The Indian government has committed nearly $2 million to support new science and engineering scholarships at UBC

MINISTRY GOAL 3
An education and training system that maximizes return on investment and supports British Columbia’s diverse communities

Ministry Objectives
3.1 Lead a post-secondary education system that is strong, accountable, transparent, flexible and delivers value
3.2 Foster knowledge development to support the creation of new ideas and solutions to a range of economic, social, scientific and environmental issues
3.3 Use and provide quality information for decision making and better societal outcomes

Selected UBC strategies and achievements aligning with Ministry Goal 3
Fostering knowledge development and finding solutions

• UBC strives to create an environment where faculty and students are supported to explore ideas, create new knowledge, and translate that knowledge to contribute to society and the economy
• The university attracts nearly $600 million in research funds each year to develop new ideas and solutions
• In 2016, UBC researchers were engaged in 824 research projects for governments and non-profits ($80.9 million total funding)
• More than 300 publicly accessible lecture series, seminars and special speakers take place on UBC campuses each year, engaging the public in discussions on matters of importance for public policy
• UBC’s entrepreneurship program, e@UBC, continues to grow, supporting students and faculty to form and grow new companies
• UBC researchers collaborate with over 3,300 institutions around the globe, producing over 25,000 co-authored publications
• UBC researchers and/or their research findings are put to use in communities to improve societal outcomes, e.g. HIV/AIDS research being put into practice has resulted in a 90% reduction in mortality rates; personalized cancer genomics continue to improve cancer treatment outcomes; UBC’s Human Early Learning Project is helping inform early-childhood care and education policy
• UBC and Roche signed a landmark exclusive license worth more than $140 million to develop new therapies for the treatment of prostate cancer
• Community Service learning, which provides hands on experience for students to contribute to solutions on societal issues, has tripled over the past three years
A strong, accountable, transparent, flexible institution that delivers value

- UBC is committed to the responsible stewardship we owe British Columbians
- A transparent reporting process and management of public funds that reflects the Taxpayer Accountability Principles ensure that UBC is accountable to all who are invested in the university
- UBC continues to maintain a balanced budget and meet the Ministry's three-year Service Plan financial targets
- UBC is diversifying its funding sources including through strong partnerships with industry, ambitious fundraising, and sectoral initiatives to identify shared operational efficiencies within and beyond the Administrative Service Delivery Transformation initiative
- The UBC Board of Governors is undertaking a review of board governance, policies and procedures
Alignment with Institutional Mandate Letter Objectives

Implement B.C. Skills for Jobs Blueprint

- Since the launch of the Skills for Jobs Blueprint in April 2014, UBC has been working closely with the Ministry of Advanced Education to identify shifts in funding and program FTEs that align with in-demand occupations identified by the government.
- UBC has submitted a Skills Gap Plan annually to the Ministry, outlining program shifts and alignments with forecast labour market demand. UBC is on track to achieve the final 2017/18 targets set out by the Ministry.
- On an ongoing basis UBC proactively responds to changing student demands and labour market conditions by shifting and aligning programs, and developing new programs and courses (see more above).

Support the BCTECH strategy

- As BC’s largest research university, UBC makes enormous contributions to the development of the province’s tech sector and plays a major role under each of the #BCTECH Strategy pillars (talent, capital, markets, and data) and foundational elements (strong research ecosystem).
  - Deepening BC’s talent pool: UBC is a major source of talent for the BC economy as a whole, including the tech sector, with over 10,000 students graduating each year (nearly 30 per cent with graduate degrees), and thousands more participating in continuing personal and professional education. UBC will be a key partner in fulfilling the BCTECH Strategy actions to increase the number of tech sector related graduates and expanding student co-op and internship placements.
  - Capital: the talent pool and strong research ecosystem around UBC and other BC post-secondary institutions is a significant part of the value proposition for companies looking to locate in BC and for investors looking at BC companies. UBC spin-off companies have attracted over $540 million in investment over the past 10 years. UBC also directly supports ventures in its e@UBC program with seed grants and in-kind services, and seed investments for the most promising ventures.
  - Markets: Recently ranked as the North America’s most international university, UBC’s extensive international expertise, reach and connections help build other markets’ awareness of BC and build new markets for BC technology products and services.
  - Data: with broad and deep expertise in data management and analytics throughout the university, UBC will be a key partner for government and industry in creating the Centre for Data-Driven Innovation and in using data as a source of industry and social innovation.
- In 2016, UBC researchers led 1,342 industry-sponsored research collaborations ($53.2 million total funding), and 824 with governments and non-profits ($80.9 million total funding).
• UBC Prof. Santa J. Ono has taken on the role of Chief Advisor for the Innovation Network and joined the Premier’s Technology Council
• UBC leaders and researchers have been active participants in beginning to form BC-based innovation clusters in response to the federal superclusters initiative expected to launch in spring 2017
• UBC had a large presence at the 2017 BCTECH Summit. Highlights include:
  • Five faculty members and representatives from seven UBC-affiliated companies were speakers in keynote and plenary sessions
  • Representation and exhibits from faculty, staff and students from nine different research groups from the Faculties of Medicine, Applied Science, and Science.
  • 6+ UBC spin-off companies were exhibitors
  • 11 entrepreneurship@UBC companies shared UBC spaces at the Summit
  • UBC promoted tech-related degree programs such as the Master of Data Science, and various Master of Engineering Leadership programs
  • UBC student teams in biomedical technology and computer science exhibited their work


Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan
• UBC’s Aboriginal Engagement strategies, a key pillar of Place and Promise: the UBC Strategic Plan, are addressing all of the overarching goals of the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan. UBC is helping to create a post-secondary education system in British Columbia that is:
  • Relevant, responsive, respectful and receptive to Aboriginal learners and communities;
  • Available via partnerships with Aboriginal institutes and communities and regional educational institutions;
  • Financially accessible to Aboriginal students;
  • Supportive of Aboriginal students transitioning to post-secondary education; and
  • Continuously improving based on research and evidence-based decision-making

International Education Strategy
• International student enrolment at UBC has increased by 57 per cent since 2011, helping government toward achieving its goal of growing overall international student numbers by 50 per cent over 2011/12 levels
• As British Columbia’s largest and most globally recognized post-secondary institution, UBC is contributing toward the government’s International Education Strategy goals of creating a globally-
oriented education system, ensuring quality learning and life experiences for students, and maximizing benefits for BC communities, families and businesses

Collaborate on the development of a common application system.

- UBC has been an active partner with the Ministry and other BC post-secondary institutions in developing a common application system
- UBC administrators are playing significant leadership roles in many aspects of the project, bringing their expertise from managing UBC’s large admissions and enrollment system
- UBC administrators helped develop the business case, and serve on the project Steering Committee, Project Team, Policy Working Group, Technology Working Group, Governance Working Group, and Education Planner Operations Committee

Meet or exceed financial targets identified in the Ministry’s three year Service Plan

- In 2016/17, the university maintained a fiscal balance for the eighth year in a row. At March 31, 2017, UBC reported a $92 million accounting surplus for the fiscal year, which was primarily generated from restricted areas such as endowments, capital spending and research funds
- UBC continues to exceed Ministry-funded domestic enrolment targets. In 2016/17, enrolment was 46,036 full-time equivalent (FTE) domestic students, 3,618 spaces above the Ministry target of 42,418

Support of the Administrative Service Delivery Transformation initiative

- UBC has been a leader in the provincial Administrative Service Delivery Transformation (ASDT) initiative, with UBC executives serving on the initiative’s executive committee, the steering committee and committees on information technology and procurement
- Beyond formal participation in the ASDT, the university continues to seek efficiencies in all its activities and operations while also pursuing new sources of funding. In many areas, costs have been reduced through broad-based efficiencies rather than major reductions in specific areas. Recent savings measures have included:
  - Shared services among smaller faculties
  - Strategic procurement
  - Rationalizing management positions and administrative support through office mergers
  - Energy savings, including heat recovery, a major overhaul of the Vancouver campus heating system, and ongoing optimization
## Ministry Indicators and Performance Targets

### 2016/17 Performance Results

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
<th>ACTUAL 2015/16</th>
<th>TARGET 2016/17</th>
<th>ACTUAL 2016/17</th>
<th>ASSESSMENT 2016/17</th>
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<tbody>
<tr>
<td><strong>STUDENT SPACES</strong></td>
<td></td>
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<tr>
<td>i. Total Student Spaces</td>
<td>45,869</td>
<td>42,418</td>
<td>46,036</td>
<td>Achieved</td>
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<td>ii. nursing and other allied health programs</td>
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<td>iii. medical school programs</td>
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<td>Achieved</td>
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<td>Total credentials awarded</td>
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<tr>
<td>Number</td>
<td>12,239</td>
<td>12,780</td>
<td>12,590</td>
<td>Substantially achieved</td>
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### RESEARCH FUNDING

<table>
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<tr>
<th>PERFORMANCE MEASURE</th>
<th>DATA FROM 2014/15 FISCAL YEAR</th>
<th>DATA FROM 2015/16 FISCAL YEAR</th>
<th>ASSESSMENT</th>
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</thead>
<tbody>
<tr>
<td>i. Sponsored research funding from all sources (million $)</td>
<td>Total: $541.6</td>
<td>Total: $599.7</td>
<td>Exceeded</td>
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<td></td>
<td>Federal = $271.1</td>
<td>Provincial = $57.9</td>
<td>Federal = $305.4</td>
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<tr>
<td></td>
<td>Other = $212.5</td>
<td>Previous year</td>
<td>Provincial = $56.5</td>
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<tr>
<td></td>
<td></td>
<td>Other $237.8</td>
<td>Other</td>
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</tbody>
</table>

### ABORIGINAL STUDENT SPACES

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
<th>DATA FROM 2014/15 ACADEMIC YEAR</th>
<th>DATA FROM 2015/16 ACADEMIC YEAR</th>
<th>ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total spaces (FTE)</td>
<td>1,257</td>
<td>1,355</td>
<td>Achieved</td>
</tr>
<tr>
<td>Ministry (AVED)</td>
<td>1,257</td>
<td>1,355</td>
<td></td>
</tr>
<tr>
<td>Industry Training Authority</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>PERFORMANCE MEASURE</td>
<td>ACTUAL 2015/16</td>
<td>TARGET 2016/17</td>
<td>ACTUAL 2016/17</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>BACCALAUREATE GRADUATE SURVEY:</td>
<td>%</td>
<td>+/-</td>
<td>%</td>
</tr>
<tr>
<td>Satisfaction with Education</td>
<td>89.9%</td>
<td>0.9%</td>
<td>≥ 90%</td>
</tr>
<tr>
<td>i. assessment of quality of instruction</td>
<td>91.5%</td>
<td>0.8%</td>
<td>≥ 90%</td>
</tr>
<tr>
<td>ii. Skill Development (avg. %)</td>
<td>82.8%</td>
<td>1.1%</td>
<td>≥ 85%</td>
</tr>
<tr>
<td>iii. assessment of usefulness of knowledge and skills in performing job</td>
<td>82.1%</td>
<td>1.3%</td>
<td>≥ 90%</td>
</tr>
<tr>
<td>iv. Unemployment rate</td>
<td>8.5%</td>
<td>0.9%</td>
<td>≤ 10.8%</td>
</tr>
</tbody>
</table>

Bachelor degree graduates’ assessment of skill development

| Skill development (avg. %)                              | 82.8%          | 1.1%           | ≥ 85%          | 83.4%              | 1.0%              | Substantially achieved |
| Written Communication                                   | 78.3%          | 1.2%           |               | 80.0%              | 1.1%              |                      |
| Oral Communication                                      | 76.4%          | 1.2%           |               | 78.3%              | 1.1%              |                      |
| Group Collaboration                                     | 78.6%          | 1.2%           |               | 79.7%              | 1.1%              |                      |
| Critical Analysis                                       | 92.1%          | 0.8%           |               | 92.3%              | 0.7%              |                      |
| Problem Resolution                                      | 78.3%          | 1.2%           |               | 78.9%              | 1.1%              |                      |
| Learn on your own                                       | 88.9%          | 0.9%           |               | 88.8%              | 0.9%              |                      |
| Reading and Comprehension                               | 86.7%          | 1.0%           |               | 85.9%              | 1.0%              |                      |

Target Assessment Scale

- Exceeded: 110% or more of the target
- Achieved: 100% - 109% of the target
- Substantially achieved: 90% - 99% of the target
- Not achieved: Less than 90% of the target
- Not assessed: Survey results with less than 20 respondents or a margin of error of 10% or greater, descriptive measures, and measures without targets
2016/17 – 2018/19 Ministry Performance Targets

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STUDENT SPACES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total student spaces</td>
<td>42,418</td>
<td>42,424</td>
<td>TBD</td>
</tr>
<tr>
<td>Nursing and other allied health programs</td>
<td>3,045</td>
<td>3,047</td>
<td>TBD</td>
</tr>
<tr>
<td>Medical school programs</td>
<td>1,152</td>
<td>1,152</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>CREDENTIALS AWARDED</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>12,780</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>STUDENT SATISFACTION WITH EDUCATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate graduates</td>
<td>≥ 90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STUDENT ASSESSMENT OF THE QUALITY OF INSTRUCTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate graduates</td>
<td>≥ 90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STUDENTS’ ASSESSMENT OF SKILL DEVELOPMENT (AVERAGE %)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate graduates</td>
<td>≥ 85%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STUDENT ASSESSMENT OF USEFULNESS OF KNOWLEDGE AND SKILLS IN PERFORMING JOB</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate graduates</td>
<td>≥ 90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNEMPLOYMENT RATE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate graduates</td>
<td>≤10.8%</td>
<td>(the unemployment rate for individuals in the province aged 18 to 29 with high school credentials or less)</td>
<td></td>
</tr>
<tr>
<td><strong>SPONSORED RESEARCH FUNDING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsored research funding from all sources (million $)</td>
<td>$599.7M</td>
<td>≥ previous year</td>
<td></td>
</tr>
</tbody>
</table>
IV. FINANCIAL OVERVIEW

UBC is working to remain nimble in the face of constant changes across the educational and economic landscapes. Limited public funding, fierce competition for research dollars and the rapid growth of free digital education mean we must diversify our revenue sources and sustainably manage our assets.

Domestic student tuition represents only 11 per cent of our operating revenue, yet our enrollment of domestic students consistently exceeds provincial targets. Increased revenue from new program offerings and international student tuition has allowed us to reduce our reliance on government funding—all while increasing financial aid and investing in a world-class teaching environment for all students.

The growth of our endowment—up to $1.98 billion in 2016/17—also plays an important role in UBC’s long-term financial sustainability, giving us the resources to increase our excellence and impact.

We continue to explore operational efficiencies and invest strategically to advance our academic strategy.

Taken together, these financial measures, along with prudent management, have helped us balance our budget for the eighth year in a row and earn a credit rating from S&P of AA+.

Consolidated Financial Statements

Please see UBC’s consolidated financial statements (url: http://vpfinance.ubc.ca/financial-reporting/reports/).