SUBJECT	STRATEGIC PLAN UPDATE
MEETING DATE	SEPTEMBER 27, 2018

APPROVED FOR SUBMISSION	Forwarded on the Recommendation of the President
	signature
	Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION	
Report Date	September 10, 2018
Presented By	Santa J. Ono, President and Vice-Chancellor Andrew Szeri, Provost and Vice-President, Academic

If this item was previously presented to the Board, please provide a brief description of any major changes since that time.	April 2018 board endorsed in principle the Strategic Plan '*Shaping UBC's Next Century*'. Included here is a briefing on progress to date.

EXECUTIVE SUMMARY

Implementation of the strategic plan, '*Shaping UBC's Next Century,*' is being led through the President's office with development of a robust governance structure and processes. Progress is provided in the attached briefing report, including actions taken to develop an advisory committee, strategic projects, engagement, metrics and a reporting framework.

Drawing on the model used to develop the strategic plan, a Strategic Plan Implementation Advisory Committee (SPIAC) is now in place.

Processes to identify initiatives to address the strategic priorities are taking place through work with Faculties and administrative units, and will align with the budgetary decision making process. This will ensure an efficient process through consultation, priority setting, identification of strategic initiatives and proposals, and an annual plan with recommendations to the Executive and President.

To ensure engagement, transparency and ongoing awareness, a website has been set up (going live at Board) allowing for sharing approved strategic projects and updates to the community. The annual report will include progress on key initiatives and against agreed metrics, and will meet both internal and public accountability requirements.

Attachments
1. Strategic Plan Update Briefing Note

INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

✔ **Learning**   ✔ **Research**   ✔ **Innovation**   ✔ **Engagement** (Internal / External)   ✔ **International**

or ✔ **Operational**

Strategic Plan Update – September 27, 2018

This briefing note is a companion to the Strategic Plan Update presentation that will be given at the Board of Governors meeting September 27, 2018.

The briefing note addresses the following topics:

1. Strategic Plan Implementation Advisory Committee
2. Decision-making process for projects under the strategic plan
3. Approach to measuring and reporting progress
4. High-level communications, engagement and reporting strategy

1. Strategic Plan Implementation Advisory Committee

Our strategic plan was informed by extensive consultations with our communities, drawing on the experiences and expertise of our faculty, students, staff, and alumni to identify the strategies that will help to achieve our collective vision of "inspiring people, ideas and actions for a better world"

As we move forward with the implementation of these strategies, we will be informed by a newly formed group – the Strategic Plan Implementation Advisory Committee – that is broadly representative of the UBC Community, with representation by senate faculty members, faculty association representative, students, staff, faculty administrators, Board members, and union representation. While the makeup of the table will remain the same, we will rotate members to ensure that a diversity of views is included.

This group will provide ongoing advice to the Executive on the priority areas for implementation, and the processes for moving from strategic direction to implementation. They will be informed through their own networks, as well as other forms of input such as surveys and community pulse checks.

The Terms of Reference, as agreed by the Advisory Committee at its first meeting on August 28, 2018 are attached on the following page.

Terms of Reference - Strategic Plan Implementation Advisory Committee (SPIAC)

Purpose of Committee

- o Provide advice to Executive on
    - the processes to implement the Strategic Plan
    - the priorities for implementation of strategies within the Strategic Plan
    - approaches to build community engagement/alignment with the Strategic Plan
- o Review progress and feedback and provide feedback on approaches to ensure effective implementation

Membership

The membership of the SPIAC will be broadly representative of the key stakeholder and partner constituencies. Considerations for membership will also include distribution, to ensure that any given faculty or administrative unit is not unduly over-represented, and diversity within the committee.

- o Faculty Senate representatives (1 from each campus)
- o Academic administration representatives
    - (UBCV: 1 Dean (Co-chair) and 1 Dept. Head/Director; UBCO 1 Dean or 1 Dept. Head/Director)
- o Board of Governors representatives (2 government-appointed)
- o Student leadership representation
    - (President AMS, President GSS, President UBCSUO)

- o Faculty Association representative (1)
- o Financial representative (1)
- o Human Resources representative (1)
- o Research representative (1)
- o Student support representative (1)
- o Alumni Engagement representative (1)
- o Union representative (1)
- o Vice-President, External Relations (Chair)

Terms

Representatives will serve a maximum of two years to ensure a variety of views are represented over the course of the Strategic Plan implementation period.

Nature of Advice

- o While desirable, advice from the SPIAC does not need to be unanimous or based on consensus. If there are multiple views from the SPIAC that cannot be reconciled, those views will be represented to Executive to inform their decision-making.
- o Advice from SPIAC is to inform Executive. The advice is not binding upon the Executive, the Board or the Senate, in recognition of the respective decision-making authorities and responsibilities of those bodies.

Support

The Director, Strategic Plan Implementation will act as the Secretariat for the SPIAC.

Frequency of meetings

Meetings will be scheduled to regularly occur every 6 months. Additional meetings may be scheduled as needed.

2. Annual Decision-making Process for Strategic Projects

On an annual basis, the following general decision-making approach will be taken for specific projects funded under the strategic plan. This is in addition to a broader approach to aligning the budget to the strategic plan.
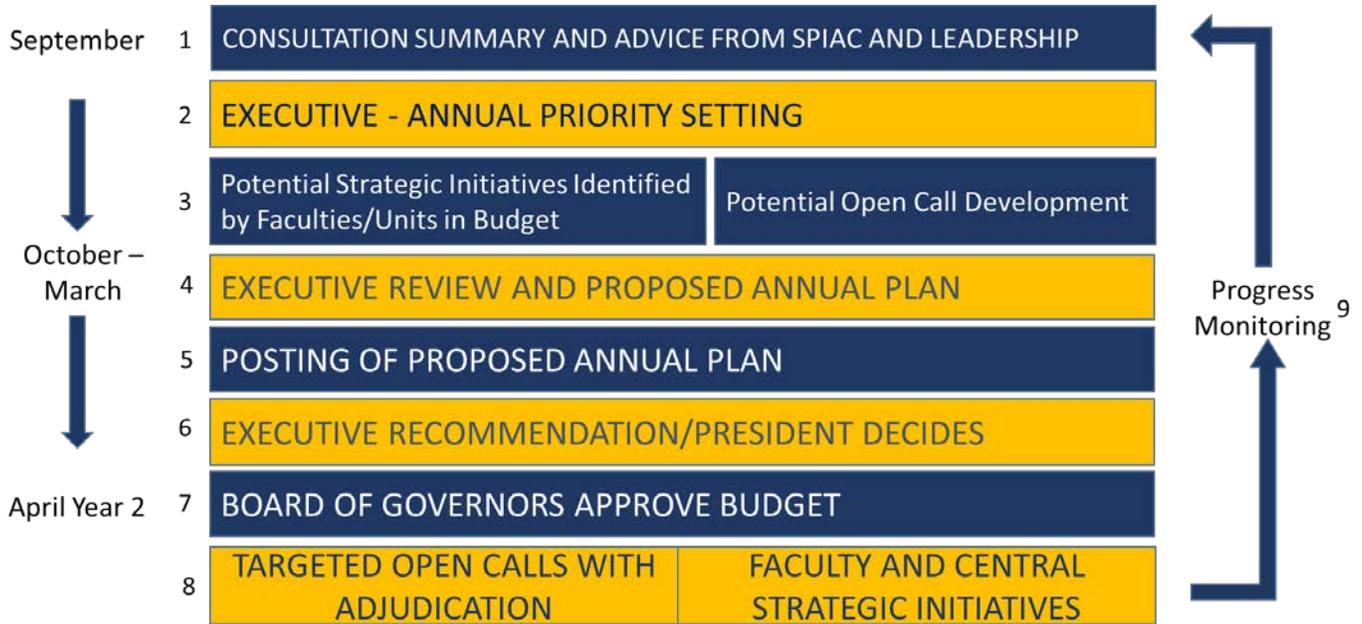
1. On an annual basis, there will be a summary of consultations with faculty, staff, students and administrative leadership, which will be collected through various means throughout the year. This will be provided to the Strategic Plan Implementation and Advisory Committee in September, who will review the consultation, and provide advice to the Executive on priorities and processes for the subsequent year.

2. The Executive, informed by this advice, input from leadership and the summary of consultations, will on an annual basis update what will become a rolling three-year calendar for priorities for the budget process, including both the overall budget and for strategic projects.

3. During the budget development process, Faculties and Units will develop proposals for strategic projects that align with those priorities. This will include the development of potential open calls for the broader community.

4. The responsible executives for each of the core areas will review those proposals, and put forward a straw proposal of projects to be funded to the broader Executive for their consideration and discussion. While recognizing that many of these topics overlap areas of executive mandate, the following are considered the lead responsible executives for each of the areas: Transformative Learning: Provosts; Research Excellence: VP, Research and Innovation; People and Places: VP Human Resources and VP Students; Local and Global Engagement: VP External and Provosts (Vice-Provost International)

   The UBCO executive will review proposals and put forward the straw proposal for the UBCO campus.

5. The proposed annual plan will be posted for community visibility and feedback for two weeks.

6. The Executive will review that feedback, and recommend a plan for Presidential approval to be included as part of the UBC budget.

7. Board of Governors provides their approval as in the normal budget process.

8. Once the budget has been approved, the Faculty and central strategic initiatives will be rolled out, and the open calls will occur throughout the year, each with its own adjudication process.

9. As projects are implemented, progress will be monitored, and information from that will feed into the consultation and advice process for the subsequent year.

3. Approach to Measuring and Reporting Progress

The approach to measuring and reporting progress will have four components:

1. Top-line metrics
2. Strategic change measures
3. Project reporting
4. Qualitative community pulse check

Top-line Metrics

While recognizing that the complexity of a university cannot be captured by a few simple metrics, **t**hese top-line metrics will provide a high-level indication of the overall success of the institution. The preference for these measures is, where possible, to have comparative benchmarks against our peers to provide context. Given the theme of inclusion within the UBC Plan, areas that will be monitored for results by diverse populations will be identified.

Top-line measures are identified on pages 6-8, after the overview of the approach to measuring and reporting progress.

Strategic Change Measures

These metrics will measure the specific changes that result from the implementation of each of the strategies identified in the Plan. They will include measures of both outputs (what have we done) and outcomes (what are the results), and include both quantitative and qualitative measures. These measures will be supplemented by qualitative annual discussions on progress with the Advisory Committee, Senates, and Board. Given the theme of inclusion within the UBC Plan, areas that will be monitored for results by diverse populations should be identified.

For these measures, there is a generic version of the measure that can be implied from the strategies themselves. For example, the Practical Learning strategy implies that

1. We will support practical learning at UBC (effort measure)
2. Students will participate in practical learning (participation measure)
3. Practical learning achieves its intended outcomes (outcome measure).

While effort and participation are relatively easy to measure or discuss there is more to be done on measuring the outcomes of practical learning, especially in a way that addresses the many different versions of practical learning.

Putting metrics against the first two areas (effort and participation) because they are easy to measure may artificially push the conversation towards just increasing the numbers, rather than a focus on enhancing the outcomes or impact of practical learning.

For that reason, the strategic change measures will require additional time and collaboration across the institution to develop. We will work with our experts and draw on best practices to develop meaningful and reliable measures of what we believe the community has asked us to show progress in.

Project Reporting

In addition to this higher-level discussion, for each funded project, we will ask for leads to report on what is different as a result of the project, and how they have assessed success. These reports will be public.

Leads of all projects under the Strategic Plan will provide an indication of whether the project is on track throughout the year; this information will be public.

Qualitative Community Pulse Check

While we will report quantitatively and qualitatively on the progress against the Plan, we recognize that there are other aspects of the work that are not easily captured. For that reason, we will explore opportunities for a community pulse check survey on an annual basis that will provide opportunities for our community to comment on the progress on the strategic plan, and give input into priorities.

These questions will allow for open-ended comments, and will be qualitatively coded and a summary produced.

Associated Reporting with Additional Metrics

These measures will be complemented by the standard reporting that happens around key areas of the institution (e.g. Focus on People Report; Sustainability Report).

Topline Measures

Core Area	Measure	Rationale	Source
Transformative Learning	Student satisfaction with academic experience, and student experience	This is a high level measure of the learning experience at UBC, as well as the student experience. While satisfaction is not a great measure of learning, it is aligned with the measures required by government (see below). Student experience was identified as important by our community. While student experience has many components to it, this measure is intended to be the highest level umbrella measure, with subcomponents broken out in the UBC Student Experience Framework which forms the basis of the Undergraduate Experience Survey.	Undergraduate Experience Survey (UES) Canadian Graduate and Professional Student Survey (CGPSS) National Survey of Student Engagement (NSSE)/CGPSS for benchmark (every 3 years)
	Student perception of: • UBC challenges students to achieve their full potential • UBC supports students to achieve their full potential • UBC provides opportunities for students to achieve their full potential	Transformative learning is about much more than satisfaction - it includes ensuring the right level of challenge, opportunities, and support for students to achieve their full potential. This would also include a benchmark measure from NSSE – Academic Challenge Index, collected every 3 years.	UES NSSE benchmark (every 3 yrs)
	Global rankings in teaching	Provides an external measure of the perceptions of UBC's teaching.	Times Higher Education Academic Reputation Survey
Research Excellence	THE, ARWU, QS, and US News Global University Rankings (research components)	University rankings use comprehensive data collection to compare and rank higher education institutions across the globe	External agencies published rankings lists
	External research funding dollars	External funding available for research is an indicator of both the resources available at an institution to perform research and a signal of the quality of research produced by a University since external funding represents investment in the University by external parties. All comparator Universities publicly report external research funding.	VPRI
	Number of start-ups and licenses and dollar impact of start-ups	Start-up companies and licenses are both measures of innovation derived from research at UBC. This will be a 3 year rolling average.	The University-Industry Liaison Office and E@UBC
People and Places	% of students who would recommend UBC	Overarching measure of UBC experience – linked to attraction, retention and affiliation. NSSE provides a benchmark every 3 years	UES/ CGPSS - graduate NSSE for Benchmark 4th year
	% of staff/faculty who would "recommend UBC to a friend as a great place to work"	Overarching measure of UBC experience – linked to attraction, retention and affiliation	Workplace Experience Survey (WES)
	NEW MEASURES: Place measure (To be developed)	No existing appropriate measure to capture the direction provided by the People and Places working group. Will work with experts and stakeholders to develop a measure.	To be developed

Core Area	Measure	Rationale	Source
Local and Global Engagement	NEW MEASURE: Community Engagement Measure (self-assessment) INTERIM MEASURE: #/% of UBC students/faculty who are locally or globally engaged	UBC is part of a Canadian pilot of the Carnegie Community Engagement classification system, launching January 2019. When implemented, Carnegie self-assessment will indicate benchmarks that are comparable with other peer institutions. By 2020, a new Community Engagement Measure based on Carnegie's standard foundational indicators will assess UBC's commitment via: identity and culture, communication, community relations, infrastructure and finance, tracking, and involvement/support to faculty, staff and students.	NEW: Developed through Carnegie INTERIM: Add new questions to UES, grad student surveys and the WES for faculty and staff.
	NEW MEASURE: Community Impact Measure (community assessment) INTERIM MEASURE: % of community respondents who feel UBC contributes to their local community and/or province	Assessing UBC's impact in the community will require extensive consultative work with community stakeholders. By 2020, a new Community Impact Measure would draw from community members to assess UBC's accessibility, reputation and impact in community.	NEW MEASURE: To be developed INTERIM: Expand UBC Reputational Survey
	NEW MEASURE: Global Reputation As per a major global university ranking (see potential sources)	UBC's global reputation is measurable via one or more external surveys distributed by the major global university rankings.	NEW MEASURE: To be developed. Potential sources include: 1. Times Higher Education World Reputation Rankings 2. Times Higher Education World University Rankings 3. Academic Ranking of World Universities

Required Measures under the BC Post-Secondary Accountability Framework

1. Total student spaces
   a. Health spaces   b. Medical spaces
2. Credentials awarded
3. Aboriginal student spaces
4. Student satisfaction with education, based on Baccalaureate Graduate Survey (BGS) which is administered 2 years after graduation.

5. Student assessment of the quality of instruction (based on BGS)
6. Student assessment of skill development (based on BGS)
7. Student assessment of the usefulness of knowledge and skills in performing job (based on BGS)
8. Unemployment rate (based on BGS)
9. Sponsored research funding

4. Communications, Engagement and Reporting Strategy

As we move forward with the implementation of the strategic plan, we will be open in our communications and engagement with the UBC community. We will ensure ongoing updates to the community through a variety of channels and opportunities for our community to engage.

A key part of that will be an expansion of the strategic plan website, which will provide updates to the community, as well as listing all relevant projects and initiatives funded under the strategic plan or under the normal budget process.

A key component of the website, which will be live at the end of September, will be progress reporting on the initiatives funded under the plan. This will be updated throughout the year, to ensure that our community is aware of the progress being made, and that we are being transparent and open about progress.

This update will be supplemented by a robust annual report, which will provide updated data on the metrics, as well as more substantial progress reporting, in line with our own internal expectations of transparency and our public accountability requirements.