



THE UNIVERSITY OF BRITISH COLUMBIA

Institutional Accountability Plan and Report

2017/18

The University of British Columbia

July 16, 2018

Letter from Board Chair and President

Dear Minister,

We are pleased to submit The University of British Columbia's *Institutional Accountability Plan and Report* for the 2017/18 reporting cycle to the Ministry of Advanced Education, Skills and Training.

The past year has been an exciting one for UBC. One of the most important initiatives of the past year was the development of *Shaping UBC's Next Century* – the university's new ten-year strategic plan that will guide the university as it enters its second century. During the planning process, the UBC community, together with partners across the province, converged on three themes – inclusion, collaboration and innovation – that guide the university's ambitions across the core areas of its mandate and the strategies laid out in the plan.

This *Institutional Accountability Plan and Report* details many important accomplishments and initiatives from across the university. Some institutional highlights from the past year include the launch of the Blue & Gold fundraising campaign for students, attracting the largest amount of research funding in the university's history and partnering with industry and other post-secondary institutions in BC as part of the successful Canada's Digital Supercluster bid.

Located on the traditional, ancestral, and unceded lands of the Musqueam people in Vancouver and of the Okanagan National Alliance in Kelowna, UBC shares your government's commitment to lasting reconciliation with the Indigenous peoples of our province. Mindful of our position in the province, our relationship with our Indigenous hosts and our responsibilities to the more than 1,700 self-identified Indigenous students on our two campuses, UBC has reinvigorated our ongoing efforts to improve educational opportunities for Indigenous students, education about Indigenous issues, and collaborative research benefiting Indigenous communities. Consistent with the Reconciliation and Indigenous education and partnership priorities set out in UBC's mandate, highlights for 2017/18 include enrolling the highest number of Indigenous students ever at the university, launching the Indigenous Research Support Initiative with community-partnered research across the province and raising the Reconciliation Pole in a community ceremony at the Point Grey campus.

Earlier this year, the university delivered a statement of apology to Indian Residential School survivors and, more generally, to Indigenous people for UBC's involvement in the system that supported the operation of Indian Residential Schools. That statement coincided with the opening of the Indian Residential School History and Dialogue Centre. Mindful of its responsibility to oversee the university's alignment with British Columbia's adoption and implementation of the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) and the *Calls to Action* of the *Truth and Reconciliation Commission of Canada* (TRC) the university's Board of Governors created the Indigenous Engagement Committee. This committee will monitor the progress of all initiatives in the university's Indigenous Strategic Plan including recommendations in the *Report of the Royal Commission on Aboriginal Peoples*, UNDRIP, and the TRC. We will be reporting more fully on the outcomes of these initiatives next year.

This report also details how UBC's strategic direction and achievements contribute to the fulfilment of the Ministry of Advanced Education, Skills and Training's goals and objectives, as well as to broader government-wide strategies on economic growth and innovation, international education and the advancement of Indigenous peoples. Over the last year, UBC's achievements have contributed to the

fulfilment of the breadth of government's strategic priority actions set out in the 2017/18 made letter. Some of the highlights we elaborate upon in this report include:

- Making significant contributions to the development of the province's technology sector and playing a major role under each of the #BCTECH Strategy pillars (talent, capital, markets, and data) and foundational elements (such as a strong research ecosystem).
- Expanding the use of freely accessible textbooks and open resources as a way to improve affordability, provide customized course content and enhance teaching and learning practices.
- Taking on a leading role, with the Ministry, in the development and implementation of the EducationPlannerBC student information and common application system.
- Promoting a safer campus by adopting and implementing the Sexual Assault and Other Sexual Misconduct policy. An important feature of the policy is the establishment of UBC's Sexual Violence Prevention and Response Office which acts as a single point of contact, source of individualized support and liaison point for students, faculty and staff who have experienced sexual assault, sexual harassment or any other form of sexual violence/misconduct.
- Participating in the Administrative Service Delivery Transformation initiative, and continuing to seek efficiencies in all activities and operations while also pursuing new sources of funding.

This report also highlights how UBC plans to address the priorities for the coming year that you set out in the 2018/19 mandate letter to the university, including our response to the Calls to Action of the TRC and implementation of the UNDRIP. It also sets out how UBC is launching new and expanded technology-focused programs, expanding student mental health and other wellness programs and remaining accessible through its approach to financial assistance and the tuition waiver for students with lived experience in government care.

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. We are diversifying sources of revenue, 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 it.

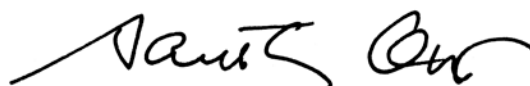
We look forward to continuing to work with the government to build on UBC's achievements in the coming years.

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

Yours sincerely,



Michael Korenberg
Chair, Board of Governors



Prof. Santa J. Ono
President and Vice-Chancellor

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I. INSTITUTIONAL OVERVIEW

The University of British Columbia is a global centre for teaching and research, consistently ranked among the top 20 public universities in the world. Since 1915, UBC has embraced innovation and challenged the status quo. Our entrepreneurial perspective encourages students, staff and faculty to challenge convention, lead discovery and explore new ways of learning.

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's vision is to inspire people, ideas and actions for a better world, and our purpose is to pursue excellence in research, learning and engagement to foster global citizenship and advance a sustainable and just society across British Columbia, Canada and the world.

The university offers over 65,000 undergraduate and graduate students a diverse and compelling choice of degree programs, research and learning opportunities, and vibrant cultural, recreational and athletic opportunities and amenities. UBC now grants over 13,000 degrees each year.

UBC's researchers attract approximately \$600 million in research funding annually, and the university has consistently been recognized as North America's most international university.

While supported centrally, many UBC programs reach far and wide throughout the province. UBC's Faculty of Medicine is home to BC's only medical school, 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. In collaboration with sector partners, these programs have specific hubs in Prince George, Victoria, Kelowna, and Surrey and clinical education is delivered through 75 health care facilities across British Columbia.

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 is based at the Great Northern Way Campus in Mount Pleasant. In addition, through community engagement, research and education, UBC is active in communities across the province such as research forests in Williams Lake and Maple Ridge, the Bamfield Marine Science Centre, the Geological Field School in Oliver and the Indigenous Community Legal Clinic in Downtown Vancouver, among many others.

With more than 16,000 employees, UBC is the third largest employer in the province and has consistently been named as one of BC's top employers.

UBC is home to 17 faculties, 17 schools and two colleges.

II. STRATEGIC DIRECTION AND CONTEXT

The 2017/18 fiscal year was an exciting time for UBC, with the university community fully engaged in the process of developing a new strategic plan that will guide the institution for the decade to come. *Shaping UBC's Next Century* builds on the university's 2009 strategic plan, *Place and Promise*, and sharpens the university's focus with cross-cutting themes that inform all of UBC strategies: inclusion, collaboration and innovation.

With iterations of *Shaping UBC's Next Century* guiding the university's work over the past year, the university has organized this year's Institutional Accountability Plan and Report, as with the Annual Report (annualreport.ubc.ca), around three key themes: teaching and learning, research, and campus and community engagement.

As UBC's deep commitments to Indigenous engagement and reconciliation, as well as to equity, diversity and intercultural understanding are integral across the university's strategies and activities, actions in these areas have been incorporated into every section of this report.

Strategic Direction

The process of developing UBC's new strategic plan has helped to forge a consensus about the directions the university will take as a public institution. Throughout 2017, thousands of members of the UBC community came together through group discussions, open houses and online forums to provide input that helped inform the plan.

That input was further shaped by a representative Steering Committee, multiple working groups, alumni UBC, the Deans, the Executive and diverse university committees. UBC has also engaged extensively with external partners along the way. UBC has benefited greatly from the contributions and commitment of these individuals and groups, and hopes to continue to do so in the months and years to come.

Thousands shared their ideas and vision for UBC's future, through group discussions, open houses and online surveys:

- 7,500 people shared their thoughts on UBC's future
- 17,000 open-ended survey responses
- 350 open-house participants
- 30 students, faculty, staff and alumni on the steering committee
- 7 university-wide working groups

UBC used this extensive input to inform its roadmap for the years to come: *Shaping UBC's Next Century*. Strong consensus emerged around three themes – Collaboration, Inclusion and Innovation – as well as four core areas that underpin UBC's work as a public institution:

- People and Places
- Research Excellence
- Transformative Learning
- Local and Global Engagement

After an intensive consultation period that lasted most of the 2017/18 fiscal year, including ongoing discussions with deans and other senior leaders, the UBC Executive took the draft plan back to the community to ensure it resonated with them. *Shaping UBC's Next Century* was endorsed by UBC's Board of Governors in April 2018, and will form the basis of next year's Annual Report and Institutional Accountability Plan and Report.

Vision and Purpose

Vision

Inspiring people, ideas and actions for a better world

Purpose

Pursuing excellence in research, learning and engagement to foster global citizenship and advance a sustainable and just society across British Columbia, Canada and the world

Values

Five enduring values underpin all UBC activities, interactions and decisions. From the classroom and laboratory to committees and leadership of the university, to interactions with the world; individually and collectively, they act as both a compass and a filter for the university's work.

Excellence

A profound and aspirational value: the quality of striving to be, and being, outstanding

Integrity

A moral value: the quality of being honest, ethical and truthful

Respect

An essential and learned value: regard felt or shown towards different people, ideas and actions

Academic freedom

A unique value of the academy: a scholar's freedom to express ideas through respectful discourse and the pursuit of open discussion, without risk of censure

Accountability

A personal and public value: being responsible for our conduct and actions and delivering upon our respective and reciprocal commitments

Goals

UBC is an institution which:

1. Leads globally in research excellence, discovery, scholarship and creative endeavours;
2. Inspires and enables students through excellence in transformative teaching, mentoring, advising and the student experience;
3. Partners with Indigenous communities on and off campus to address the legacy of colonialism and to co-develop knowledge and relationships;

4. Builds a diverse culture that integrates the themes of innovation, collaboration and inclusion, and infuses them through all its activities;
5. Leads globally and locally in sustainability and wellbeing across all campuses and communities;
6. Significantly expands student access, alumni networks and institutional partnerships to reinforce global and local connections;
7. Leads as a first-choice place to learn and work;
8. Defines and leverages the distinctive and complementary strengths of all campuses and learning sites;
9. Achieves agility in academic support and administration through thoughtful systemic change and simplification; and
10. Leads as a model public institution, fostering discourse, knowledge exchange and engagement.

Core Areas and Strategies

UBC's work as a public institution is represented by four core areas: People and Places, Research Excellence, Transformative Learning, and Local and Global Engagement.

Consultation during the planning process resulted in the development of 20 strategies under these four areas that will help shape the university in the coming years. Each strategy is intended to provide support and guidance to the activities of faculties, schools, departments and cross-cutting initiatives, as expressed in their own strategic plans.

People and places

Strategy 1: Great People

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

Strategy 2: Inspiring Spaces

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

Strategy 3: Thriving Communities

Support the ongoing development of sustainable, healthy and connected campuses and communities

Strategy 4: Inclusive Excellence

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

Strategy 5: Systems Renewal

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

Research Excellence

Strategy 6: Collaborative Clusters

Enable interdisciplinary clusters of research excellence in pursuit of societal impact

Strategy 7: Research Support

Strengthen shared infrastructure and resources to support research excellence

Strategy 8: Student Research

Broaden access to, and enhance, student research experiences

Strategy 9: Knowledge Exchange

Improve the ecosystem that supports the translation of research into action

Strategy 10: Research Culture

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

Transformative Learning**Strategy 11: Education Renewal**

Facilitate sustained program renewal and improvements in teaching effectiveness

Strategy 12: Program Redesign

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

Strategy 13: Practical Learning

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

Strategy 14: Interdisciplinary Education

Facilitate the development of integrative, problem-focused learning

Strategy 15: Student Experience

Strengthen undergraduate and graduate student communities and experience

Local and Global Engagement**Strategy 16: Public Relevance**

Deepen the relevance and public impact of UBC research and education

Strategy 17: Indigenous Engagement

Support the objectives and actions of the renewed Indigenous Strategic Plan

Strategy 18: Alumni Engagement

Reach, inspire and engage alumni through lifelong enrichment

Strategy 19: Global Networks

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

Strategy 20: Coordinated Engagement

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

Strategic Context

Universities are unique social institutions. At the most basic level, they are places of free enquiry where new knowledge is produced, and where that new knowledge, and the foundation of knowledge it is built upon, is transmitted. The fundamental functions of a university are to freely conduct research to produce and disseminate knowledge, to maintain systems that curate that knowledge, and to teach and mentor students.

While they may be unique, universities are not isolated. They shape and are shaped by social and economic forces and climates. The demands and expectations of society on universities are thus much broader than the central functions of research and teaching. Universities are expected to translate research into technologies, treatments, and policies; to produce graduates with the talents needed in the labour market; to respond to and address pressing social and economic concerns; and to support the health and well-being of students, faculty, and staff that make up the university community.

Universities do not, of course, have a monopoly on the production and transmission of knowledge. Knowledge comes from all corners of society, from governments, other educational institutions, industry, NGOs, communities, and individuals in every walk of life. Engaging broadly and deeply outside the university is of central importance to incorporating a diversity of perspectives into scholarship, and to achieving the impacts that both society and the university hope to realize.

This section lays out, at a high level, many of the social and economic forces that shape the context in which UBC operates, and provides examples of how the university is responding. The subsequent Performance Plan section provides more detail on these and many more UBC initiatives and accomplishments.

Student Access and Support

Access to high quality education is a key factor for improving social mobility, and for building prosperity more generally. Providing access to excellent education to qualifying British Columbians and Canadians, regardless of socio-economic background, is central to UBC's mission. In addition to providing for broad accessibility, universities also provide resources that address the health and well-being of their communities. UBC is 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. Bursary and need-based grant expenditures for 2017/18 from UBC Controlled Funding totalled \$25.7 million, representing a \$6.0 million (30%) increase from the previous year. \$21.1 million (82%) of bursary funding disbursed was funded from UBC Operating Funds.
- Providing \$110.6 million in overall student financial assistance in 2017/18, an increase of 18% since 2016/17.
- 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 providing a support system on campus for survivors.
- Continuing to enhance student well-being 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.

Reconciliation and Partnership with Indigenous Peoples

As an institution, UBC is deeply committed to reconciliation, and to re-energizing and re-focusing its relationships with Indigenous Peoples. This is a central pillar of UBC's new strategic plan and the updated Indigenous Strategic Plan, and progress will be monitored by the Board of Governors' new Indigenous Engagement Committee.

The 2009 Aboriginal Strategic Plan defined ten areas in which meaningful actions addressing Indigenous concerns should occur. The intent was not only to define these areas, but to give people and units across the university a way to locate their existing or intended work in a larger context.

The recently-released 2018 Indigenous Strategic Plan, while retaining the framework identified in its 2009 predecessor and continuing the work it encompassed, identifies areas of need and opportunity in the contemporary landscape, both internal and external. As with the previous plan, it is fully informed by the acknowledgement of our university's locations on unceded Indigenous territories, the role universities have played in Canada's colonial history, and the realization that, if we fail to develop and enact better ways of thinking about our processes and relations, we may simply continue to replicate the worst aspects of our past.

Selected UBC actions:

- In the years since the formulation of the 2009 plan, collaborative and equal partnerships have emerged as a defining feature of Indigenous engagement at the university. Initiatives such as the Indigenous Research Support Initiative (at the Vancouver campus) and Institute for Community Engaged Research (at the Okanagan campus) have increasingly come to define approaches that reverse the predatory research and objectifying pedagogical practices of the past, and many other kinds of valuable relations have developed.
- The new Indian Residential School History and Dialogue Centre will provide a place for former students and survivors of Indian residential schools and their communities to access their records, for students and the public to explore the vast archival holdings and learn about the history and legacy of the schools, and for university and community members to meet in focused discussions about the uses of history and other collaborative projects.
- Persistent attention to opportunities to hire Indigenous faculty and academic staff across the university has been effective – at least 50 faculty and academic staff self-identify as Indigenous – though hiring in specific areas often involves multi-year recruitment.
- UBC has a number of programs that support admission and enrolment of Indigenous students and that provide resources to help ensure their success during their studies.

Equity and Inclusion

UBC is committed to improving employment equity, protecting the human rights of students, faculty and staff, and building a community where principles of inclusion are embedded across academic, work and campus life.

We continue to invest in the development of policies, strategies and resources that advance equity, diversity and inclusion at UBC. We continue to focus on inclusive recruitment practices that enable access to the largest pool of qualified applicants. Such practices contribute to the integrity of processes and the institution as a whole, and, in turn, they lead to better research outputs and contribute to research excellence.

Alongside research, UBC is an institution of learning. Equity, diversity and inclusion are critical to UBC's efforts to ensure that all students have positive experiences and that they maximize their potential while at university and after graduation.

As members of UBC's community make new discoveries, demonstrate promising innovations that build welcoming and inclusive communities, and develop locally and globally minded leaders, they have an opportunity to inspire broader change and address critical needs of our societies. UBC's Equity & Inclusion Office plays a principal role in stewarding these efforts across the university.

Selected UBC actions:

- Building on the university's previous strategic plan, inclusion was identified as a core theme in UBC's new strategic plan. UBC is committed to creating an inclusive campus community and will next identify appropriate strategies and approaches to implement that priority.
- UBC is committed to following best practices in faculty and staff hiring. The university continues to deliver education and professional development to search committees on the topic of inclusive recruiting. While training has been focused on addressing unconscious bias, it is increasingly moving towards a focus on building diversity competencies.
- Faculty Equity Lead positions have been established across 11 faculties. The Faculty Equity Lead network, 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. These commitments arose out of UBC's response to the task force report on gender-based violence and Aboriginal stereotypes (2013).
- New positions have been created to support conflict engagement, equity facilitation on race and culture, and human rights advising regarding discrimination and harassment.
- Through efforts to support from the Race and Leadership Working Group, UBC created a new position of Senior Advisor on Racialized Faculty. The position will review, recommend, and advocate for strategies, policies and practices that promote equity for racialized faculty.
- In the spring of 2018 the Equity & Inclusion Office began conducting an Employment Systems Review (ESR). The Review will inform the development of a new Employment Equity Plan which will align with UBC's new Strategic Plan and the 2018 Indigenous Strategic Plan. The review aims to ensure that recruitment practices are open and transparent, that strategies are in place to overcome barriers that would have an adverse effect on diverse candidates, and that corrective measures are put in place to address systemic inequities.

Economic and Fiscal

A Changing Labour Market and Shifts in Learning

Changes in learner demographics and interests are reshaping the university. A rapidly diversifying economy, social context and job market demand a different kind of education: one with a greater focus on competencies and transferable skills, such as critical thinking, collaboration and communication, and one that supports continuous learning. To keep pace, and to meet the increasing expectations of students and employers, universities are investing systemically in active, experiential and online models of education. The best among these efforts capitalize on students' inherent curiosity and drive, engaging them as co-creators of their education. Universities must extend their traditional offerings, based on pedagogical research, to

serve their populations better and must rethink programs, spaces and facilities to enable new ways of learning.

In addition, throughout the past year's consultation on the new strategic plan, innovative approaches to pedagogy and accreditation have become a significant area of focus. UBC looks forward to discussing more fully the university's commitment to developing output and competency based learning and accreditation in future reports.

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 labour 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; and
- Continuing to expand flexible learning across the university, integrating research on learning and technology to improve student outcomes.

Building BC's Innovation-Driven Economy

As the province's largest research university and the country's second leading research institution, UBC is helping BC and Canada remain competitive in a shifting global economy. Through its research and teaching mandates, UBC translates new discoveries, ideas, and technologies into commercial and social applications, and educates tens of thousands of individuals who go on to make contributions to society and the economy.

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;
- Operating one of North America's leading university technology transfer offices;
- Supporting student and faculty entrepreneurs to start new companies and commercialize UBC research by growing the entrepreneurship@UBC program;
- Expanding UBC's support for innovation in many forms through Innovation UBC, including the creation of downtown hubs in Vancouver and Kelowna to increase access to this network for external partners;
- Increasing UBC partnerships in the technology industry and presence at technology sector events, such as the #BCTECH Summit and Globe Conference; and
- Becoming a founding partner in Canada's Digital Technology Supercluster, and working with industry and provincial partners to further develop and strengthen the Cascadia Innovation Corridor.

Fiscal and Revenue Pressures

Over the past five years, despite increased funding from the province to fund general wage increases and increased student seats in specific programs, the proportion of UBC's base operating budget that comes from the provincial government has fallen from approximately 50 percent, to slightly less than 40 percent. 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, the increasing gap between available student aid and student need, and the reallocation of operating funds for maintenance and seismic upgrades. As UBC strives to improve its globally competitive teaching and research enterprises, the university budget faces mounting pressure as facilities and IT systems age.

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 land endowment,
 - attracting international students,
 - leveraging federal funding,
 - pursuing partnerships with industry,
 - fundraising, and
 - expanding career and personal education programs to support life-long learning and retraining of the workforce;
- 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 and Internationalization

As one of the top global research universities, UBC faces intense competition to recruit and support leading researchers and to provide world-class education. As North America's most internationally-engaged university, UBC prepares its graduates for success in a globalized society. UBC is home to over 16,000 international undergraduate and graduate students from 160 countries who together contribute to a global learning environment.

Attracting globally leading talent to British Columbia benefits all British Columbians. This talent engages with BC students, partners with BC NGOs and industry, attracts new funding and more talent to BC, and directly and indirectly contributes to the development of a knowledge-based and resilient province.

Domestic and international students also benefit from learning in a highly diverse environment, with faculty and fellow students bringing perspectives from around the world into the classroom and into research. With a provincial economy heavily dependent on trade, a BC-educated, interculturally literate and globally mobile talent pool is an important differentiator and competitive advantage we must continue to cultivate.

Selected UBC actions:

International Students

- Continuing 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;

- Actively recruiting outstanding international students in 78 countries through UBC's International Student Initiative; and
- Enhancing services to attract and retain international students, such as Jump Start and Vantage College.

International Learning and Go Global

- Facilitating international, experiential learning opportunities for UBC students with partner universities, UBC stakeholders, and communities;
- Contributing to the overall internationalization of UBC through programming and consultation with key partners, and being a central resource in the articulation of experiential learning outcomes; and
- Welcoming international students on short-term learning and research based programs across all UBC faculties and departments.

Faculty and Research

- Building and strengthening teaching and research partnerships with other globally-leading institutions;
- Providing a comprehensive suite of supports for researchers pursuing grants from Canadian and international granting agencies;
- Building and equipping globally competitive research infrastructure, with the support of government programs such as the BC Knowledge Development Fund;
- Supporting departments and faculties to recruit top scholars from around the world, such as through the Canada 150 Research Chairs program; and
- Capitalizing on Vancouver and the Okanagan's knowledge and innovation clusters as well as their quality of life to attract top faculty.

Work Environment

The University is working to provide an outstanding environment in which to work, learn and live, that reflects our values and encourages the open exchange of ideas and opinions. Together, UBC's 16,000 faculty and staff have created one of the world's leading academic institutions and one of Canada's best places to work.

UBC strives to attract, engage and retain a diverse global community of outstanding faculty and staff. UBC sustains an inclusive atmosphere of collegiality and respect by increasing its investment in the coordinated orientation of new recruits, faculty and staff housing, health and well-being initiatives and leadership training and support.

Selected UBC actions:

- UBC participates in the Canada's Top Employers awards administered by Mediacorp Canada Inc., and has consistently been recognized as one of Canada's Best Diversity Employers, Canada's Greenest Employers, Canada's Top Employers for Young People and BC's Top Employers.
- Guided by the Okanagan Charter, we have created UBC Wellbeing, a cross-campus initiative to support our people to achieve their full potential in teaching, learning, working and research. UBC

Wellbeing incorporates UBC Thrive (our award-winning campaign now in its ninth year), efforts to improve physical activity and reduce sedentary behaviour, and increased resourcing of our mental health awareness initiatives, amongst other initiatives.

- UBC continues to implement and refine its Housing Action Plan. Housing costs present a major recruitment challenge for UBC, particularly for tenure-stream faculty positions. In June 2017 UBC created a pilot program for a Rent-Geared-to-Income for housing on the Vancouver campus, with applications opening for the first time in February 2018.

Sustainability

The threats presented by climate change and environmental degradation are now broadly recognized by government, institutions and wider society as matters requiring urgent public attention. As important social institutions, universities have both the responsibility and capacity to address these threats.

University research has been instrumental in identifying and understanding these challenges, and, along with their educational mandates, universities are vehicles through which solutions to environmental and climate problems are being addressed.

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 both Vancouver and the Okanagan, UBC has linked research and operational sustainability practices to become a living laboratory.

Selected UBC actions:

- UBC incorporates sustainability into its development and operations through the Campus as a Living Lab initiative, and supports a myriad of sustainability-focused research clusters and academic programs across the university.
- 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 2010, UBC's award-winning Climate Action Plan committed us to bold greenhouse gas (GHG) emission reduction targets—33% by 2015, 67% by 2020, and 100% by 2050, compared to 2007 levels. UBC has surpassed the first target, achieving a 34% reduction in GHG emissions from a 2007 baseline, despite an increase in both building space and student enrolment.

III. PERFORMANCE PLAN

Reporting by 2017/18 Institutional Mandate Letter Objectives

Develop and implement an updated Skills Gap Plan

- Since the launch of the Skills for Jobs Blueprint in April 2014, UBC has been working closely with the Ministry of Advanced Education, Skills and Training 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 has achieved the final 2017/18 targets set out by the Ministry.
- UBC proactively responds to changing student demands and labour market conditions by shifting and aligning programs on an ongoing basis, and developing new programs and courses.

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 (such as a 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 13,000 students graduating each year (nearly 25 percent with graduate degrees), and thousands more participating in continuing personal and professional education. UBC has been 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. Following the provision of additional funding from the Government, UBC will also create 624 new seats in computer science and biomedical and manufacturing engineering degrees at the Vancouver campus, and 96 seats in manufacturing-engineering and computer science at UBCO. This is expected to lead to 180 additional graduates in these fields per year by 2023.
 - **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 also directly supports ventures in its e@UBC program with incubator facilities and in-kind services, as well as seed investments for the most promising ventures.
 - **Markets:** Consistently ranked as 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. In 2017, 56% of UBC research publications involved international partners.
 - **Data:** with broad and deep expertise in data management and analytics throughout the university, UBC is 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 2017, UBC researchers led 1,326 industry-sponsored research collaborations (\$58.8 million total funding), and 1,177 collaborative projects with governments and non-profits (\$101.6 million total funding). Nearly 200 spin-off companies have been formed around patented UBC research.

- UBC is a founding partner of the BC-based Canada's Digital Technology Supercluster, which was awarded funding under the federal Innovation Superclusters Initiative.
- UBC anticipates a large presence at the 2018 BCTECH Summit. Highlights will include:
 - Representation and exhibits from faculty, staff and students from 17 different research groups from the Faculties of Medicine, Arts, Applied Science, Land and Food Systems, Education and Science.
 - entrepreneurship@UBC companies in UBC spaces at the Summit;
 - Promotion of UBC tech-related degree programs and highlighting the importance of UBC graduates in providing the business, engineering and computer science skills required by the BC tech sector.

Implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan

- UBC's Aboriginal Engagement strategies, a key pillar of both *Shaping UBC's Next Century* and *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 meet the framework and action plan's goals of creating 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.
- The 2009 UBC Aboriginal Strategic Plan defined ten areas in which meaningful actions addressing Indigenous concerns should occur. The intent was not only to define these areas, but to give people and units across the university a way to locate their existing or intended work in a larger context.
- Since 2009, significant developments have changed the national and international contexts. The publication of the Truth and Reconciliation Commission's (TRC's) Final Report and Calls to Action in 2015 brought national attention to Indigenous issues, identified specific areas for action, and provoked considerable self-reflection within higher education. Many initiatives already underway at UBC, including the development of the Indian Residential School History and Dialogue Centre, spoke to specific TRC calls or advanced initiatives in areas not explicitly named in the Calls.
- The 2018 Indigenous Strategic Plan, while retaining the framework identified in its 2009 predecessor and continuing work it encompassed, identifies areas of need and opportunity in the contemporary landscape, both internal and external. Progress against the new Indigenous Strategic Plan will be monitored by the Board of Governors' new Indigenous Engagement Committee, who will also oversee UBC's response to the *Report of the Royal Commission on Aboriginal Peoples*, the *United Nations Declaration on the Rights of Indigenous Peoples*, and the *Calls to Action of the Truth and Reconciliation Commission of Canada*.
- In the years since the formulation of the 2009 plan, collaborative and equal partnerships have emerged as a defining feature of Indigenous engagement at the university.
- Services for Indigenous students at both campuses include gathering places for Indigenous students: the First Nations Longhouse on the Vancouver campus and the Aboriginal Centre on the Okanagan Campus. Services for students on the Okanagan campus flow through Aboriginal Programs and Services. On the Vancouver campus, the First Nations House of Learning maintains a tracking

network for monitoring services throughout the campus and assuring that they meet the needs of Indigenous students, as well as supplying some direct services in the Longhouse.

- The Okanagan campus has a supportive admissions framework that provides a range of pathways for every Indigenous applicant to any undergraduate degree program, including a unique Aboriginal Access program. This program allows any Indigenous student interested in bridging to post-secondary education, whatever their academic experience in high school, to study for a year in a full-time program of academic and non-academic activities in a supportive university setting.
- The Vancouver campus has a partnership with Langara College that provides a transfer pathway through a smaller institution. Recently, after the work of the first five years of the Aboriginal Strategic Plan has increased our confidence that we are bringing students into an environment more fully supportive of their studies, UBC has begun more active recruiting with very promising results.

Deliver on provincial priorities for international education including two-way flow of students, educators and ideas

- 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.
- In 2017/18, 16,158 International students enrolled at UBC from over 160 countries; 14,685 at the Vancouver campus and 1,473 at the Okanagan campus. For UBC Okanagan, this represented a 17% increase over the previous year, and 16% of the overall student population. For UBC Vancouver, these numbers represented an 11% increase over 2016/17, and international students make up 25% of the overall student population.
- In 2016/17, about 3,000 UBC students participated in international experiences either in faculty led projects, Go Global projects, Global Seminars, co-op programs and other university-related activities. Over 1,000 of these were involved in international exchanges, spending at least one term studying at one of our 300 university partners worldwide.
- For the fifth 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.
- UBC has been a key strategic partner for the MasterCard Foundation, and through the MasterCard Foundation Scholars Program has welcomed 89 scholars to UBC from 15 countries across sub-Saharan Africa. UBC has been commended by independent evaluators as a leader in the recruitment, orientation and support of scholars and the program has deepened knowledge and awareness of sub-Saharan African strengths and challenges on campus.

Promote the development and use of online resources and open textbooks

- UBC has expanded the use of freely accessible textbooks and open resources as a way to improve affordability, provide customized course content, and enhance teaching and learning practices. In the 2017/18 academic year, more than 14,000 UBC students took courses that used only open or freely available resources, saving up to \$2.2 million in total. This represents an increase of 20 percent from the previous academic year.
- UBC has prioritized both the Aspire Learning and Teaching Fund (ALT Fund, Okanagan campus) and the Teaching and Learning Enhancement Fund (TLEF, Vancouver campus) to encourage faculty to develop or integrate open educational resources. In the 2018/19 funding round, more than 39 percent of the TLEF funded projects incorporated strategies around open resources or practices. Through TLEF funding, the UBC Library has created a pilot grant to support open textbook and open educational resource (OER) creation or adoption. All of the ALT Fund projects will be developing open resources.

- UBC values and supports the contribution of UBC faculty to open educational resources. The UBC Senior Appointments Committee Guide to Reappointment, Promotion and Tenure Procedures, recognizes contributions to open educational resources and repositories in the criteria for evidence of educational leadership for faculty.
- UBC is expanding supports across the institution for UBC faculty, staff and students to engage with open educational practices. As part of this effort, an Open UBC Working Group has been established with members from the Alma Mater Society, Centre for Teaching, Learning & Technology, UBC Bookstore, UBC Library, and faculty champions. This group develops resources, workshops, and activities to raise awareness and support the creation and use of open educational resources and practices across the university.

Participate in the development and implementation 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 enrolment 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.
- UBC IT Services and UBC Enrolment Services have begun development of an implementation plan to onboard to the common online application (Education Planner BC); timelines are still to be determined based upon the feasibility of the implementation plan.

Promote safe campuses

- In April 2016, the Provincial Government passed legislation requiring all BC post-secondary institutions to establish and implement a sexual misconduct policy by May 18, 2017. Prior to this, in February 2016 the UBC Sexual Assault Panel was asked to undertake a review of sexual assault and make recommendations for University policy and practice. The panel report was released in June, 2016, following extensive consultation with the whole UBC community.
- Following several rounds of consultation, *Policy #131 - Sexual Assault and other Sexual Misconduct* was approved by the Board of Governors on April 13, 2017, and took effect on May 18, 2017.
- An important feature of the policy is a Sexual Violence Prevention and Response Office which has been established on each campus, and which will be a single point of contact, individualized support and liaison for UBC students, faculty and staff who have experienced sexual assault, sexual harassment or any other form of sexual violence/misconduct.
- These offices will provide a broad range of individualized support including receiving disclosures of sexual assault and responding to immediate needs, coordinating accommodations, making referrals to counselling services and providing clarity on options and processes for formalizing complaints into reports for investigation.
- The adoption and implementation of the Sexual Assault and Sexual Misconduct policy continues to engage the entire campus with a focus on ensuring clearly defined processes, training and communication on the policy. A key focus for engagement has been with student governments, who have advocated strongly for full and rapid implementation.
- On safety and security more broadly, there has been an increase in Campus Security patrols, using theft and break and enter reports to guide patrol locations and target hot spots for criminal activity.

- 31 new blue phones were installed on campus in 2017. These phones provide an immediate video and voice connection to Campus Security who can dispatch an officer to the location and remain on the phone to provide support and gather information.
- Increased information sharing between Campus Security and the RCMP throughout 2017 has resulted in better identification, monitoring and arrest of prolific offenders who are present on the UBC campus, targeting of patrol areas to higher crime areas of campus, enhanced safety and security education for groups present in high crime areas, and security audits to better secure targeted areas.
- Ongoing community outreach meetings with campus administrators, university residents and the campus community have provided a valuable forum for raising awareness and providing safety and security education.

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

- In 2017/18, the university maintained a fiscal balance for the ninth year in a row. At March 31, 2018, UBC reported a consolidated surplus of \$121 million which comprised an accounting surplus of \$98 million and an operating surplus of \$23 million for the fiscal year. The accounting surplus was primarily generated from restricted areas such as capital spending, endowments and research funds as well as non cash amortization, and is not available for operating expenditures.
- UBC continues to exceed Ministry-funded domestic enrolment targets. In 2017/18, enrolment was 46,465 full-time equivalent (FTE) domestic students, 4,041 spaces (or 9.53%) above the Ministry target of 42,424.

Participate in 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; and
 - Energy savings, including heat recovery, a major overhaul of the Vancouver campus heating system, and ongoing optimization.

Reporting by UBC Priorities

Guided by the consultation and drafting process for *Shaping UBC's Next Century*, UBC's priorities for the 2017/18 academic year are grouped below under three key pillars: Teaching and Learning, Research, and Campus and Community Engagement. As set out elsewhere in this document, UBC's commitment to Indigenous education, engagement and reconciliation, as well as to equity, diversity and intercultural understanding cut across all of the university's strategies and activities.

Selected achievements and metrics related to each of these three pillars are set out below.

TEACHING AND LEARNING

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

UBC continuously strives to provide students with a world-class teaching and educational environment, and to further enrich the student experience by adopting innovative, evidence-based approaches to learning. UBC also collaborates with community, industry, government and university partners to provide an enormous variety of transformative learning experiences for students, as well as taking a holistic, cross-campus approach to facilitating physical, mental and social health at all locations.

UBC is working to ensure curricula are responsive to the concerns of Indigenous peoples, 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. The university is also committed to addressing systemic challenges for Indigenous students seeking to obtain postsecondary education, and is developing strategies both centrally and at the faculty level to ensure that Indigenous students have clear pathways to admission to UBC programs.

UBC also welcomes responsibility for promoting intercultural understanding on its campuses to create a strong sense of inclusion, and enhance the community's intellectual and social life. Working to build a diverse community, the university strives to increase access for all and particularly for historically disadvantaged groups.

Selected Recent Accomplishments

- More than 1,000 innovative education projects have taken off, thanks to funding from the Teaching and Learning Enhancement Fund. In 2017 alone, \$2.4 million was awarded to support projects that are improving access for students with disabilities, creating open and freely accessible textbooks and resources and helping students work with community organizations.
- 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 Blue & Gold Campaign for students was launched with the goal of raising \$100 million in student support over three years—the largest campaign for students in UBC's history. With aims to remove financial barriers, nurture achievement, and recruit academic excellence, student awards can not only change a student's life, but are an investment in the future of our province and our global community.
- The Ministry of Advanced Education, Skills and Training approved four new programs: the Master of Science in Health and Exercise Sciences, the Bachelor of Applied Science in Biomedical Engineering, the PhD in Cinema and Media Studies, and the Bachelor of Science (Combined Honours) in Biochemistry and Forensic Science (a joint submission with BCIT).

- The Graduate Student Career Development Teaching and Learning Enhancement Fund supports UBC Master's and PhD students through one-on-one advising, department and program specific workshops, and campus-wide events.
- UBC operates the largest co-operative learning program in western Canada, providing 5,878 work placements in the 2017/18 academic year.
- Over 2,900 students work each academic year in UBC-subsidized work-integrated learning placements on campus, benefitting from mentorship, skill development and applying knowledge in real workplaces. In 2016, 91.4% of students said through these positions they gained practical experience which will help them in the world of work and 85.2% felt the experience helped them feel more prepared for their career.
- Programs such as UBC's Indigenous Teacher Education Program, 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 relating to Indigenous education in community settings.
- A new required course will help BC's future doctors, nurses and other health practitioners provide better care to Indigenous peoples. The UBC Indigenous Cultural Safety course is a direct response to the Truth and Reconciliation Commission of Canada's calls to action and covers topics from Indigenous perspectives, including barriers to health-care access for Indigenous peoples.
- The Centre for Excellence in Indigenous Health continues to have 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. In partnership with the En'owkin Centre learners can also take courses that lead to certification of N'syilxcen (Okanagan) language and culture.
- A new Massive Open Online Course launched by the UBC Faculty of Education helps educators to support all learners to develop their knowledge and understanding of Indigenous people's worldviews and cultures within equitable and inclusive learning spaces. More than 8,000 people participated in the first offering of Reconciliation Through Indigenous Education, which emphasizes changing structures and ideologies to strengthen relationships with Indigenous peoples, including improving educational outcomes.
- 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.
- Spring 2018 marked the first graduation of Vantage College students from UBC. The college is the first of its kind in Canada, providing international students with integrated, discipline-specific English-language training during their first year at UBC. Vantage students complete not only a foundational academic writing course, but also a content-linked language-enrichment course specifically related to the texts of their disciplinary courses.
- The Faculty of Applied Science and the Faculty of Medicine have jointly established the School of Biomedical Engineering, a centre for interdisciplinary education, research and entrepreneurship in one of the fastest growing fields of study in North America. This collaborative initiative will strengthen UBC's ties to BC's vibrant life science and technology research communities and accelerate discoveries and improve health outcomes in BC and around the world.
- According to the 2018 Undergraduate Experiences Survey, 73% of UBC fourth and fifth year students have participated in at least one experiential learning opportunity, including field work, intensive research experiences, internships, practicum and co-op placements, international education or community service learning. Experiential education facilitates the application of academic knowledge in real-world settings and supports a students' development of career relevant skills including critical thinking and problem solving.

- According to the 2018 Undergraduate Experiences Survey, 90% of UBC students indicated they have participated in at least one campus activity. Participation in campus activities leads to gains in a student's sense of belonging and community, which in turn impacts their success and wellbeing at UBC.

Key Performance Measures

Student Satisfaction (2016/17 data)

- 93% undergraduate student satisfaction at UBC Vancouver (same result as 2015/16)
- 94% undergraduate student satisfaction at UBC Okanagan (up from 89% in 2015/16)

Student Wellbeing (2016/17 data)

- 82% of students on the Vancouver campus feel they are coping well (down from 84% in 2015/16)
- 87% of students on the Okanagan campus feel they are coping well (down from 89% in 2015/16)

International Students

- UBC is home to 16,158 international undergraduate and graduate students from more than 160 countries who together contribute to a global learning environment.
- 26.3% of students on the Vancouver campus are international (up from 24.3% in 2016/17)
- 16.2% of students on the Okanagan campus are international (up from 14.4% in 2016/17)

Indigenous Student Enrolment and Curriculum

- 1,720 self identified Indigenous undergraduate and graduate students and medical residents at UBC
- 2.9% of Students self identified as Indigenous at UBC Vancouver (up from 2.6% in 2016/17)
- 6.9% of Students self identified as Indigenous at UBC Okanagan (up from 5.9% in 2016/17)
- 195 courses with significant Indigenous content (up from 180 in 2015/16)

Experiential Learning

- 75% of UBC Vancouver undergraduate students participated in enriched educational opportunities (same result as 2015/16)*
- 65% of UBC Okanagan undergraduate students participated in enriched educational opportunities (up from 62% in 2015/16)*

**Based on graduating undergraduate students' responses to the Undergraduate Experience Survey.*

Strategic Course and Program Transformation

UBC encourages faculty members to use evidence-based and technology-enabled teaching practices to improve the student learning experience.

This work is supported on the Vancouver campus through the Teaching and Learning Enhancement Fund (TLEF) and through the Aspire Learning and Teaching Fund on the Okanagan campus.

- 157 number of courses transformed at UBC Vancouver, reaching 22,804 students (13,406 unique students)

- 15 number of courses transformed at UBC Okanagan, reaching 4,184 students (2,344 unique students)

Domestic Student Enrolment

- In 2017/18, enrolment was 46,465 full-time equivalent (FTE) domestic students, 4,041 spaces (or 10%) above the Ministry target of 42,424.

RESEARCH

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 Canada's second – and one of the world's top – research universities. Globally connected, UBC attracts the highest-calibre research faculty and students as well as 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 maintain its position as 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.

UBC's new strategic plan commits the university to address the Truth and Reconciliation Commission's Calls to Action, and one of the plan's main goals is to "partner with Indigenous communities on and off campus to address the legacy of colonialism and to co-develop knowledge and relationships." One of the most important ways in which research initiatives can advance understanding of reconciliation is to directly address both systemic imbalances of power and assumptions about knowledge and agency that have structured research practices of the past.

Since 2009, Indigenous research at UBC has grown substantially across many fields. In particular, research developed and conducted in collaboration with Indigenous communities that addresses community concerns can produce more equitable research that not only contributes to community autonomy, strength and resiliency, but results in more productive and effective inquiry.

Selected Recent Accomplishments

- UBC's total research funding was \$658.0 million in 2016/17, including \$201.3 million tri-council funding.
- In 2017, UBC was ranked 31st in the Academic Ranking of World Universities (up from 34th in 2016), its highest ranking ever. In 2018, in the Times Higher Education Ranking, UBC ranked 34th, up from 36th in 2017, and UBC was 27th in US News' Best Global Universities ranking for 2018. In each ranking, UBC remains the second highest-ranked university in Canada, after the University of Toronto.
- Another indicator of UBC's increasing research performance and impact is that the research program at the Okanagan campus continues to grow at an extraordinary rate. The campus attracted \$21.7 million in funding in 2017/18, a 48% increase over the last three years.
- UBC actively contributed to Canada's Fundamental Science Review, initiated by federal Minister of Science, Kirsty Duncan. In addition to providing input into the review, UBC supported its researchers in advocating for implementation of the review's proposals, many of which were announced in the 2018 Federal Budget, including substantial new investments in Canadian research.
- The University-Industry Liaison Office (UILO) has helped create more than 200 spin-off companies based on UBC research patents, and industry funding of UBC research reached a new high in 2017/18 with \$61.4 million directed to 1,375 projects.
- The Indigenous Research Support Initiative (IRSI) was formally established in 2017 to enable collaborative research with Indigenous communities, university researchers and other partners. IRSI's vision is to provide professional research support and services to Indigenous communities and university researchers, in order to undertake collaborative projects based on community-led interests and grounded in principles of reciprocal accountability. IRSI serves as an interface for communities that approach UBC with research needs and undertakes to transform UBC culture to build, maintain and strengthen respectful long-term research relationships with Indigenous communities.

- UBC is a founding member of the Digital Technology Supercluster, one of the funding recipients for the Government of Canada’s Innovation Supercluster Initiative. This consortium includes some of the world’s biggest names in healthcare, telecommunications, natural resources and computing, along with start-ups, researchers and post-secondary institutions — all working together to solve some of the most pressing productivity, health and sustainability challenges facing Canada and the world today.
- In 2017/18 UBC appointed four Canada 150 Research chairs — more than any other institution in Canada — and was allocated two new Canada Excellence Research Chairs in Forest Bioproducts and Precision Cancer Drug Design.
- UBC faculty members received international recognition through prestigious prizes and awards, such as the Breakthrough Prize and Volvo Environmental Prize.
- In addition to initiatives established to ensure inclusive and equitable faculty recruitment and advancement (described elsewhere in this report), in 2017 UBC spearheaded the development of the 2017 Canada Research Chair Equity, Diversity, and Inclusion Action Plan. Based on 2016 data, UBC CRC equity strategies have resulted in chair occupancy rates that surpass the targets for visible minorities and Aboriginal Peoples, and meet the target for women.
- UBC expanded its Research Excellence Clusters initiative to provide support for 38 established and emerging research clusters taking a multidisciplinary approach to tackling complex challenges.
- The newly-opened Indian Residential School History and Dialogue Centre provides a place for former students and survivors of Indian residential schools and their communities to access their records, for students and the public to explore the vast archival holdings and learn about the history and legacy of the schools, and for university and community members to meet in focused discussions about the uses of history and other collaborative projects.
- 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.

Key Performance Measures

UBC’s success in attracting research funding reflects the quality of our research activity and our competitiveness as a world leading university. It includes funding from government, industry and not-for-profit partners from across the globe.

Total Annual Research Funding

2014/15: \$531M

2015/16: \$600M

2016/17: \$580M

2017/18: \$658M

Total Tri-Council Funding

2014/15: \$194M

2015/16: \$203M

2016/17: \$204M

2017/18: \$201M

- 20% UBC's success rate in fall 2017 for Canadian Institutes of Health Research Project Grants (compared to a national average of 15%)
- 80% UBC's success rate for Natural Sciences and Engineering Research Council Discovery Grants (compared to a national average of 66%)
- 48% UBC's success rate for Social Sciences and Humanities Research Council Insight Grants (compared to a national average of 47%)

Rankings and Citations

- UBC is ranked 31st in the world in ARWU (Academic Ranking of World Universities), 2017-18
- UBC is ranked 34th in the world in the Times Higher Education (THE) rankings, 2017-18
- UBC is ranked 27th in the world in the US News Best Global Universities rankings, 2018
- 95% of UBC researchers' publications are more cited than the global average
- 56% of UBC research publications involve international partnerships

Research Collaborations

- There were 1,375 industry-sponsored research collaborations in 2017/18 (up from 1,342 in 2016/17 and 1,261 in 2014/15), receiving \$61.4 million total funding.
- There were 885 contracts and agreements with governments and non-profit partners in 2017/18 (up from 824 in 2014/15), receiving \$82 million total funding.

CAMPUS AND COMMUNITY ENGAGEMENT

UBC is locally integrated and globally connected; it has always been (and will remain) a place of community engagement.

UBC's work in community-engaged research, learning and public service sets the university apart. UBC is committed to engaging ethically with local and global communities to advance a stronger and more equitable society. Collaboration with diverse communities is core to UBC's mission and foundational to excellent teaching, learning and research.

UBC has also made tremendous strides in building a strong culture of alumni engagement, with our alumni now numbering more than 325,000 in over 140 countries.

UBC will sustain the important work of engagement and expand its scope to connect local and global efforts more effectively. Strengthened engagement requires an outward orientation, as well as structures and processes to support reciprocity and co-ordination. It also demands the capacity to listen and adapt to the evolving needs and dynamics of the world beyond the university.

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

The university is a community in which human rights are respected, and equity and diversity are integral to university life. 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.

Selected Recent Accomplishments

- In 2017/18, UBC piloted two new funds to support community-university partnerships: the Community-University Engagement Support (CUES) fund and the Partnership Recognition Fund (PRF). Both are designed so funds go directly to community partners to support their collaboration with university faculty members, students and staff. The ten successful CUES project teams received a combined total of \$240,000 to seed new partnerships, bridge existing collaborative projects, and implement knowledge to action. In its first year, the PRF, a small monthly fund of \$1,500 per partnership, supported 65 community engagement projects and more than 60 community partners who have demonstrated long-term dedication to working in partnership with UBC.
- UBC is working to ensure that its curriculum responds to the concerns and priorities of Indigenous peoples and reflects a full and accurate understanding of Canadian history. With the aim of ensuring that culturally-aware and culturally-sensitive curriculum reaches all students, whatever their field of study, UBC has incorporated significant Indigenous content into 195 courses across both campuses. These courses help prepare students to interact with Indigenous communities as students and in their future careers.
- In April 2017 thousands participated in the installation of a 17-metre-tall Reconciliation Pole at UBC that represents the story of generations of children who were affected by Canada's Indian residential school system. The Pole, carved by Haida master carver and Hereditary Chief 7idansuu (Edenshaw) James Hart, along with the Indian Residential School History and Dialogue Centre which opened in 2018, provides a way to develop an understanding of the history and lasting effects of the schools.
- In September 2017, UBC Student Housing and Hospitality Services opened c' ʔnaʔəmHouse, the third student residence house at Totem Park with a name officially gifted by the xwməθ-kwəy'əm (Musqueam) First Nation. The first houses with gifted xʷməθkʷəy'əm names – hən' ləkəm' and q' ʔəxən - opened in 2011.
- The Centre for Teaching, Learning and Technology (CTLT) continues to conduct training for new administrators, teaching assistants and faculty in addressing Indigenous 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 Indigenous content is included in the Administrative Leadership Development Program.

- The newly established UBC School of Public Policy and Global Affairs (SPPGA) is a centre for innovation, research and learning in global affairs and public policy. SPPGA brings together a network of accomplished scholars from both campuses, students, the community, governments and businesses to contribute to solving problems of local importance and global consequence.
- Dialogues on societal issues continue across both campuses, including through more than 300 publicly accessible lectures, seminars and special speakers at UBC Vancouver, including the Wall Exchange and Phil Lind Initiative Annual Dialogues. Symposia, forums, dialogues and research venues continue to engage the university in important public discussions on issues that foster understanding of public policy and inform the university's research, teaching and learning.
- Community members in the Okanagan continue to have opportunities to engage in dialogue on societal issues at more than 180 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.
- Recognized as one of United Way's top supporters in 2017, UBC pledged \$555,000 in donor dollars and engaged over 350 volunteers across both campuses.
- The 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.
- Last year, the UBC Learning Exchange engaged 500 students and 55 faculty in community-based experiential learning, community-based research and knowledge exchange. The Learning Exchange engaged over 2,000 local residents in peer-led programs, and collaborated with over 30 community partners on a range projects and activities in Vancouver's Downtown Eastside.
- UBC collaborated with community, industry, government and university partners to provide a variety of transformative learning experiences to students, emphasizing community service learning, research, internships, mentorships, international exchanges and co-ops. The university integrated experiential learning opportunities across a wide range of programs to make them more accessible to students. These opportunities are now accessed by 75% of students at UBC Vancouver and 64% at UBC Okanagan.
- UBC researchers have long studied the Downtown Eastside, one of Canada's most complex inner-city neighbourhoods, but residents and community organizations have not always had access to those research findings. The 'Making Research Accessible' initiative, a collaboration between the UBC Learning Exchange and UBC Library, was funded by UBC's Community Engagement Partnership Recognition Fund to provide an open-access repository of research that has been done on and in the Downtown Eastside.
- 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.
- 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.

- UBC launched the BRIDGES Aboriginal youth employment initiative, 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.
- UBC's global network of alumni is more than 325,000 strong and spans more than 140 countries. The Alumni Association marked its 100th year by making 100,000 connections with UBC's alumni community.
- UBC continues to work with key partners, internal and external, to advance planning for a rapid transit connection to the Vancouver campus (a key theme in the recent consultations on UBC's new Strategic Plan). The technical and engagement strategies for extending the line include enhanced engagement with governments, regional partners and the UBC community on the economic, social and environmental benefits of bringing rapid transit to campus.
- UBC's annual \$90,000 Equity Enhancement Fund continues to provide funding to eligible community-led initiatives that advance inclusion across the university. In 2018, UBC selected 18 collaborative projects that seek to engage and build community members' competencies around topics such as race and culture, sexual orientation and gender identity, gender equity, and indigeneity. Several projects were completed in partnership with the Faculty of Education, leading to strengthened competencies among teacher candidates and with the potential to influence curriculum enhancement in primary and secondary schools.
- In 2017, UBC released the updated Climate Action Plan 2020 outlining actions UBC could take towards achieving the next set of targets: a 67% GHG emissions reduction below 2007 levels. CAP 2020 was developed through public consultations with students, staff, faculty, technical experts and UBC community members, and was approved by the Board of Governors in 2017.
- UBC and the City of Vancouver co-hosted the 2017 International Sustainable Campus Network conference in June 2017. More than 140 delegates from 80 universities across 30 countries gathered at UBC to explore how city-campus collaborations can advance climate action and sustainability.
- UBC recently joined 12 other leading North American research universities in the new University Climate Change Coalition (UC3) that aims to help communities accelerate local and regional climate action in partnership with businesses, cities and states.
- The SEEDS Sustainability Program advances campus sustainability by creating partnerships between students, operational staff and faculty on innovative and impactful research projects. SEEDS engages approximately 1,000 students, faculty, staff and community partners every year, in over 100 projects to advance UBC's sustainability strategic plans and priorities.
- The Sustainability Ambassadors Peer Program is a sustainability education outreach activity where volunteer Ambassadors work in teams to deliver sustainability programming to fellow students and network with student groups on campus to promote sustainability education.
- The UBC Sustainability Scholars Program facilitates paid internship opportunities for UBC graduate students from all academic disciplines, providing the opportunity to work with mentors at partner organizations to advance sustainability solutions.
- The Okanagan campus has also actively engaged students in transportation and renewable technology engineering for future planned infrastructure projects.
- UBC recently launched the President's Roundtable series to bring together community partners and experts with university leaders and researchers to tackle some of the most pressing challenges facing our communities. In particular, the roundtable series aims to identify how UBC can better contribute to addressing these challenges. The inaugural roundtable focused on the Opioid Crisis and the next roundtable will be focused on Climate Change.

Key Performance Measures

Knowledge Sharing and Public Exchanges

Every year, UBC coordinates hundreds of public dialogue and knowledge sharing events on campus and in surrounding communities and neighbourhoods. These free or low-cost public engagement events provide open spaces for dialogue to foster public understanding of societal issues.

- 300+ public engagement events UBC Vancouver
- 180+ public engagement events UBC Okanagan

Student Residences

- 18 total number of residence communities
- 13,476 total number of new on-campus student housing beds (an increase of 758 beds compared to 2016)
 - 404 new beds in Brock Commons Tallwood House
 - 354 new beds in c' ʔnaʔən house at Totem Park new student residence name gifted by xʷmækwəy' ən (Musqueam) First Nation
- In September 2017, UBC Student Housing and Hospitality Services opened c' ʔnaʔən House, the third student residence house at Totem Park with a name officially gifted by the xʷmækwəy' ən First Nation. The first houses with gifted xʷmækwəy' ən names, hən' ləʔən' and q' ʔəʔən, opened in 2011.
- Two awards for UBC student residences: Ponderosa Commons student residence won a Best of Canada award in the 2017 Canadian Interiors Best of Canada awards and Open Kitchen, the residence dining facility at Orchard Commons student residence, won an Award of Excellence from the Interior Designers Institute of British Columbia.

Sharing Our Stories

- 118,000+ UBC-related stories released
- 249 op-eds by UBC scholars
- 54 speeches by President Ono to off-campus audiences
- 9% increase in the number of social media followers from 2016
- 668,000 views for UBC news videos shared through UBC social media channels
- 3,300 attendees at UBC public dialogue events

Engaged Alumni

The *alumniUBC* five-year strategic plan, *Connecting Forward*, has been in operation for a year, and we are seeing the results of a two-fold approach that seeks to broaden engagement among our more than 325,000 members, as well as increase the number of key alumni involved at a deeper level by taking on important advocacy and advisory roles.

- 70,007 alumni engaged with UBC (a record number, and up 7% from 2016/17)

Planning for 2018/19 Ministry Mandate Letter Strategic Priorities

1. **Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.**
 - In addition to the recently-developed Indigenous Strategic Plan, which builds upon the original plan from 2009, the university is also planning to develop a TRC action plan.
 - This plan will call upon faculties and other units to identify both the work they are already doing and work they are planning that addresses the letter and spirit of the TRC Calls to Action.
 - Implementation of both the Indigenous Strategic Plan and a TRC action plan will be monitored on both campuses, published on UBC websites, and updated regularly, ensuring not only visibility of the efforts of faculties and other units, but accountability to commitments to action.
 - Progress against the new Indigenous Strategic Plan will be closely monitored by the Board of Governors' new Indigenous Engagement Committee, who will also oversee UBC's response to the Report of the Royal Commission on Aboriginal Peoples, the United Nations Declaration on the Rights of Indigenous Peoples, and the Calls to Action of the Truth and Reconciliation Commission of Canada.
 - A key initiative under the Indigenous Strategic Plan is the opening and development of programming for the Indian Residential School History and Dialogue Centre. The Centre provides a place for former students and survivors of Indian residential schools and their communities to access their records, for students and the public to explore the vast archival holdings and learn about the history and legacy of the schools, and for university and community members to meet in focused discussions about the uses of history and other collaborative projects.
 - As part of a public ceremony marking the opening of the Indian Residential School History and Dialogue Centre in April 2018, UBC President Santa J. Ono issued a statement of apology to Indian residential school survivors and, more generally, to Indigenous people, for the university's involvement in the system that supported the operation of the schools and caused harm for more than a century.
 - UBC looks forward to working with the Ministry and contributing to any post-secondary sector-wide strategy that the government wishes to pursue to respond to the TRC Calls and UNDRIP.

2. **Implement priority initiatives including:**
 - a. **Tuition-Free ABE and ELL programs to domestic students**
 - b. **Improve education success of former youth in care**
 - c. **Expand tech-related programming and others that align to the knowledge-based economy**
 - The University of British Columbia does not offer English as a Second Language or Adult Basic Education programs.
 - A tuition waiver program for Students with Lived Experience in Government Care (formerly known as Youth-in-Care) has existed at UBC since 2013/14. In 2017/18, UBC provided \$174,000 of funding to 38 students, of which 24 are funded through the Ministry waiver, and 14 funded by UBC. The university is also hiring a coordinator to help administer the waiver program.
 - As part of the provincial government's expansion of technology-related programming, UBC plans to add:
 - 624 spaces in computer science and biomedical and manufacturing engineering degrees at the Vancouver campus; and

- 96 spaces in manufacturing-engineering and expanded computer-science degree programs at the Okanagan campus.
- UBC is also expanding and enhancing its career education strategy to deliver customized career education for distinct populations, integrate career education within discipline-specific curriculum and develop more campus-wide connections between students, employers, alumni, and community.

3. Improve student mental health, safety and overall well-being

- UBC is continuing to develop and implement a comprehensive health and wellbeing strategy, as well as creating more effective systems of mental health support for students.
- The university is expanding on the mental health programming, policies and services including deepening our staff and faculty knowledge of mental health literacy, expanding our upstream health promotion and education work, and broadening access to a range of tools and services for self-directed learning and growth.
- Further implementation of the stepped-care model will follow, to ensure students are connected to the most appropriate type and level of care, including online self-help resources, peer support, wellness workshops, personal coaching, group programs, individual counselling, physician/psychiatric care or referral to other campus and community resources as needed.

4. Align institutional processes with K-12 curriculum changes

- In collaboration with internal and external stakeholders (including secondary schools and the BC Ministry of Education), UBC has developed a new approach to undergraduate admissions that aligns with both the new BC Graduation Program 2020 and the university's enrolment objectives. This approach has been supported by both university Senates and will be implemented for the 2019 winter session.

5. Develop a balanced approach to international education

- UBC believes that the student learning experience is enriched by the diversity of opinion and perspective that comes from welcoming students, faculty and staff from around the world.
- International students also provide an important source of revenue. Tuition revenue is used to develop high-quality academic programs, enhance the student experience for all students, provide scholarships and financial aid, and attract top professors to teach and do research at UBC.
- Domestic and international students do not compete for the same spaces at UBC. UBC receives funding from the Ministry of Advanced Education, Skills and Training for domestic students, and the university consistently exceeds government-funded domestic student targets every year. International undergraduate student spaces are not funded by the provincial government.
- UBC's international student enrolment is strategically planned within the context of our overall undergraduate enrolment. Individual faculties carefully consider what they can physically and financially accommodate after they have accommodated domestic students. The targets are set with the overall goal of providing excellent undergraduate education and appropriate levels of support for all.

6. Comply with the 2% cap on tuition and mandatory fee increases

- In compliance with the Tuition Limit Policy set by the Ministry of Advanced Education, Skills and Training, the UBC Board of Governors, in December 2017, approved a two percent increase to tuition and mandatory fees for domestic undergraduate and graduate students for the 2018/19 academic year.

Ministry Indicators and Performance Targets

2017/18 Performance Results¹

PERFORMANCE MEASURE	ACTUAL 2016/17	TARGET 2017/18	ACTUAL 2017/18	ASSESSMENT 2017/18
STUDENT SPACES (Full-Time Equivalent students, FTEs)				
<i>i. Total student spaces</i>	46,036	42,424	46,465	Achieved
<i>ii. Nursing and other allied health programs</i>	3,186	3,051	3,202	Achieved
<i>iii. Medical school programs</i>	1,157	1,152	1,174	Achieved
CREDENTIALS AWARDED				
<i>Total</i>	11,524	11,548	11,649	Achieved
RESEARCH FUNDING				
	<i>DATA FROM 2015/16 FISCAL YEAR</i>		<i>DATA FROM 2016/17 FISCAL YEAR</i>	
<i>i. Sponsored research funding from all sources (million \$)</i>	Total: \$599.7 Federal: \$305.4 Provincial: \$56.5 Other: \$237.8	Total: ≥ previous year	Total: \$577.2 Federal: \$290.2 Provincial: \$63.6 Other: \$223.3	Substantially achieved
ABORIGINAL STUDENT SPACES				
	<i>DATA FROM 2015/16 ACADEMIC YEAR</i>		<i>DATA FROM 2016/17 ACADEMIC YEAR</i>	
<i>Total spaces (FTE)</i>	1,355	≥ previous year	1,415	Achieved
<i>Ministry (AVED)</i>	1,355		1,415	
<i>Industry Training Authority</i>	n/a		n/a	

¹ Further information on the indicators can be found in the Ministry of Advanced Education, Skills and Training Accountability Framework Standards Manual and Guidelines, https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/institution-resources-administration/accountability-framework/standards_manual.pdf

PERFORMANCE MEASURE	ACTUAL	TARGET	ACTUAL	ASSESSMENT
	2016/17	2017/18	2017/18	2017/18

BACCALAUREATE GRADUATE SURVEY:

	%	+/-	%	+/-		
Satisfaction with Education <i>Proportion of respondents "Very satisfied" or "Satisfied"</i>	91.0%	0.8%	≥ 90%	90.7%	0.8%	Achieved
<i>i. Assessment of quality of instruction</i>	92.7%	0.8%	≥ 90%	92.4%	0.8%	Achieved
<i>ii. Skill Development (avg. %)</i>	82.8%	0.8%	≥ 85%	81.9%	0.9%	Substantially achieved
<i>iii. Assessment of usefulness of knowledge and skills in performing job</i>	82.6%	1.4%	≥ 90%	83.5%	1.3%	Substantially achieved
<i>iv. Unemployment rate</i>	8.0%	0.9%	≤ 10.6%	7.2%	0.9%	Exceeded

Bachelor degree graduates' assessment of skill development

Skill development (avg. %)	82.8%	0.8%	≥ 85%	81.9%	0.9%	Substantially achieved
<i>Written Communication</i>	79.3%	1.2%		76.7%	1.3%	
<i>Oral Communication</i>	77.1%	1.3%		76.7%	1.2%	
<i>Group Collaboration</i>	78.8%	1.2%		78.4%	1.2%	
<i>Critical Analysis</i>	92.1%	0.8%		91.0%	0.8%	
<i>Problem Resolution</i>	77.9%	1.3%		76.9%	1.2%	
<i>Learn on your own</i>	88.8%	0.9%		88.3%	0.9%	
<i>Reading and Comprehension</i>	85.4%	1.1%		85.4%	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

2017/18 - 2019/20 Ministry Performance Targets

PERFORMANCE MEASURE	2018/19	2019/20	2020/21
STUDENT SPACES			
Total student spaces	42,551	42,755	42,908
Nursing and other allied health programs	2,505		
Medical school programs	1,152		
CREDENTIALS AWARDED			
Number	11,720	TBD	TBD
STUDENT SATISFACTION WITH EDUCATION			
Baccalaureate graduates		≥ 90%	
STUDENT ASSESSMENT OF THE QUALITY OF INSTRUCTION			
Baccalaureate graduates		≥ 90%	
STUDENTS' ASSESSMENT OF SKILL DEVELOPMENT (AVERAGE %)			
Baccalaureate graduates		≥ 85%	
STUDENT ASSESSMENT OF USEFULNESS OF KNOWLEDGE AND SKILLS IN PERFORMING JOB			
Baccalaureate graduates		≥ 90%	
UNEMPLOYMENT RATE			
Baccalaureate graduates	< 8.0% (the unemployment rate for individuals in the province aged 18 to 29 with high school credentials or less)		
SPONSORED RESEARCH FUNDING			
Sponsored research funding from all sources (million \$)	\$577.2M	≥ previous year	

IV. FINANCIAL OVERVIEW

UBC is working to remain nimble in dynamic educational and economic environments.

Constrained public funding, competition for research dollars and the rapid growth of free digital education mean UBC must diversify revenue sources and sustainably manage its assets.

Domestic student tuition represents 13 percent of operating revenue, yet enrolment of Canadian students consistently exceeds government targets. Increased revenue from new program offerings and international student tuition has allowed UBC to diversify and invest in financial aid, domestic students, and a world-class teaching environment for all learners.

In 2017/18, the university maintained a fiscal balance for the ninth year in a row. At March 31, 2018, UBC reported a \$121 million surplus comprised of an accounting surplus of \$98 million and a cash surplus of \$23 million for the fiscal year. The accounting surplus was primarily generated from restricted areas such as capital spending, endowments and research funds and is not available for expenditures.

The university continues to make significant ongoing capital investments to address deferred maintenance, increase student housing, support its learning and research mission, and to create an outstanding student experience. In 2017/18, \$324 million of capital expenditures contributed to various building projects across campus. Routine Capital expenditures, where the funding was shared between the government and UBC, totaled \$53 million and the university directly invested another \$95 million to renew existing facilities assets. Major building projects in 2017/18 included Exchange Student Residence at Gage South, Brock Commons Phase 1 - Tallwood House Student Residence, Totem Park Residence Phase 2, a new baseball stadium, Indian Residential School History and Dialogue Centre, Sports Medicine Centre - Chan Gunn Pavilion, new Aquatic Centre, Whitecaps National Soccer Development Centre, new Bus Exchange and the UBC Okanagan Teaching & Learning Centre.

The growth of the university's endowment—up to \$2.18 billion in 2017-18—also plays an important role in UBC's long-term financial sustainability, providing further resources to increase UBC's excellence and impact.

UBC continues to explore ways to enhance operational processes and invest strategically to advance its academic strategy.

Taken together, these financial moves, along with prudent management, have helped UBC balance its budget and earn a credit rating from Moody's Investors Service of Aa1 and Standard & Poor's of AA+.

Please see [UBC's consolidated financial statements](http://vpfinance.ubc.ca/financial-reporting/reports/) (url: <http://vpfinance.ubc.ca/financial-reporting/reports/>).