



<b>SUBJECT</b>	<b>UBC OKANAGAN 2040 PROGRESS UPDATE</b>
<b>MEETING DATE</b>	<b>SEPTEMBER 24, 2019</b>

Forwarded on the Recommendation of the President

**APPROVED FOR SUBMISSION**

Santa J. Ono, President and Vice-Chancellor

**FOR INFORMATION**

<b>Report Date</b>	August 19, 2019
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**Presented By** Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan  
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**EXECUTIVE SUMMARY**

In September 2018, the UBC Board of Governors asked the Administration to identify a 20-year outlook for UBC Okanagan. In April 2019, UBCO 2040 was presented and unanimously endorsed by the Board, with direction to report back on progress towards realizing the Outlook.

The following report summarizes action to date towards the six immediate priorities identified in 2040 Outlook, specifically as they relate to:

- 1) Response to the TRC Calls to Action
- 2) Space and Capital Planning
- 3) Provincial Support for Graduate Student Education
- 4) Fund Development Strategy
- 5) Innovation Precinct
- 6) Great Faculty and Staff

**Attachments**

1. Proposal: Transition program for Indigenous Undergraduate Students to Graduate Studies
2. Proposal: Indigenous Student Work Integrated Learning and Career Mentorship program
3. Graduate Student Support Strategy
4. Innovation Precinct Structure

**STRATEGIC CORE AREAS SUPPORTED**

a People and Places    a Research Excellence    a Transformative Learning    a Local / Global Engagement

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**DESCRIPTION & RATIONALE**    **RESPONSE TO TRC CALLS TO ACTION**

As per the report “UBC Okanagan Commitments to Truth and Reconciliation Commission Calls to Action” presented to the Indigenous Committee of the Board of Governors on May 31, 2019, UBCO has, through its Aboriginal Advisory Committee, developed a set of five commitments towards the TRC Calls to Action in consultation with the Okanagan campus community, external groups and specific content experts. These include:

1. *Develop and deliver an Indigenous culture orientation program for all faculty and staff at UBC’s Okanagan campus*
2. *Create a Senior Advisor role on Indigenous Affairs for the Okanagan campus*
3. *Develop and implement activities that support the revitalization of language fluency, including through initiatives such as:*
  - a. *The Language Fluency/Proficiency Degree Framework;*
  - b. *Pathways to language teacher training through the Faculty of Education; and*
  - c. *Signage and wayfinding on campus which represents Okanagan language and culture*
4. *Advance Indigenous teaching and research through positive incentives and strategies that support:*
  - a. *Faculty hires;*
  - b. *Curriculum development support; and*
  - c. *Land-based learning and teaching spaces, such as an outdoor classroom and nature interpretation in the Okanagan language*
5. *Expand health and wellness services to better support Aboriginal students*

### Progress

Under the leadership of the pending Senior Advisor to the DVC, a full implementation plan will be developed to realize the commitments, aligned with the UBC Indigenous Strategic Plan. Until the appointment is made, the following initiatives have been advanced:

- Senior advisor to DVC: A position has been developed and posted, and a hiring committee has been identified with the expectation that candidate review can begin in September.
- Fluency degree framework: A new Indigenous Language Proficiency/Fluency Degree Framework for the Province was recently completed and the creation of a UBC Okanagan Bachelor of Indigenous Language degree is underway. This degree will be undertaken in partnership with several other institutions, including the [En’owkin Centre](#), Nicola Valley Institute of Technology, and UBC Vancouver.

The Degree links into a program commencing at the En'owkin Centre in September 2019, with the first cohort entering UBC Okanagan in 2021. It will focus on language immersion to facilitate the development of high levels of fluency in Nsyilxcən (the language of the Syilx people), creating new opportunities that focus on language, learning and communication.

- Cultural safety orientation program: The Office of the AVPS and Aboriginal Programs provided an orientation to 45 staff members of Enrolment Services, Student Housing and Hospitality Services and Student Services Staff using the Pulling Forward guide for Indigenizing of Post-Secondary Institution: <https://opentextbc.ca/indigenizationfrontlineworkers/>

The workshop was well received and will be explored as a possible model to train and provide a cultural orientation for University Staff.

- Campus planning activities: early exploration is underway for an outdoor classroom/gathering place concept, involving Okanagan Aboriginal Elders and aboriginal architect.

## SPACE AND CAPITAL PLANNING

The space shortfall at UBCO (as per 2017 data) is estimated to be ~420,000 gsf, or the equivalent of about 45% of existing academic space on campus (according to BC University Space standard guidelines). While this space shortage has been moderated somewhat by the new Commons building (~68,000 gsf), much more needs to be done. UBCO's 10-year capital plan envisions an addition of 460,000 gsf of academic space by 2027, alongside additional student housing developments that will add 1,000 beds. The estimated cost of the plans for academic space amount to \$452M over the next decade

Progress (see September 2019 Board report 1.3 Campus Planning Update for details)

- Short term projects for temporary relief of space pressures underway, including installation of two modular buildings and renovations to 1540 Innovation Dr. A letter of intent for leasing space in a new building on UBC-adjacent land (1545 Innovation Dr.) has been executed.
- Permanent solutions being explored, including functional planning for ICI building, Digital Learning Factory financial strategy and off-campus development opportunities.
- Infrastructure planning underway for enabling infrastructure to service the remaining academic core (as outlined in Campus Plan 2015).

## PROVINCIAL SUPPORT FOR GRADUATE STUDENT EDUCATION

As UBCO emerges as a world class research institution, the campus will broaden opportunities for students in the Southern Interior and greatly enhance UBC's regional socio-economic impact. A key component in this effort will be increasing the number of research graduate students on campus.

One factor behind UBC Okanagan's low proportion of graduate students is the nature of the campus' provincial grant. Unlike peer institutions (e.g. University of Victoria, Simon Fraser University, and UBC's Vancouver campus), UBC Okanagan does not receive grant funding allocated specifically for research graduate students. This lack of differentiated graduate student funding reduces UBC Okanagan's ability to support graduate student education and fails to acknowledge the high costs associated with their training. This creates particular challenges in high demand programs that include health, science, technology, and engineering, where costs of program delivery are significantly higher.

#### Progress

- Campus graduate student funding white paper completed
- Provincial strategy development underway: the Okanagan campus has been working closely across Provosts' Office at both campuses and with UBC Government Relations to advance a graduate student agenda with the provincial government. This agenda seeks to increase the overall number of funded graduate students and ensure sustainable, long-term graduate student support. These goals are now reflected in the Research Universities' Council of British Columbia and UBC's budget submissions to the provincial government as part of the province-wide budget consultations. Going forward, support for graduate students and broadening access to graduate studies will comprise an essential part of UBC advocacy efforts.

### **FUND DEVELOPMENT STRATEGY**

A key priority is to launch a \$100M campaign to build new endowments for student support and for support for emerging academic strengths. The intent is to use internal UBC funds to match donor commitments for a total investment of \$200 million towards these priorities. In addition to this focus, efforts will continue to ensure donor support for the capital priorities listed previously

#### Progress

- Completion of proposal for change of use of TREK funds (see September 2019 Board report: Trek Endowment Allocation) to make \$100M available to match donor commitments for student support and to release corresponding annual income for immediate investment in student support programs
- Preparations are underway to develop the list of participants who would be consulted during a feasibility interview process. This is targeted for fall 2019 and would be intended to help determine the focus of our campaign as well as the goal.
- The DAE team is conducting research to develop prospective donors whose interests might align with our key priorities
- Campus leadership has been refining UBCO's proposed priority projects against the UBC case framework.

- Student support proposals for annual income from \$100-m TREK endowment developed, including:
  - Proposal: Transition program for Indigenous Undergraduate Students to Graduate Studies (*attachment 1*)
  - Proposal: Indigenous Student Work Integrated Learning and Career Mentorship program (*attachment 2*)
  - Proposal: Research Graduate Student Support (*attachment 3*)
  - Increase needs-based student financial aid for undergraduate students: It is proposed that \$1.5m be allocated to close the anticipated funding shortfall for fiscal 2019/20 in meeting Policy 72 commitments.

### INNOVATION PRECINCT

In 2015, the university designated the undeveloped 60-acre area at the northern end of the UBCO campus as the future Innovation Precinct. The intention is to create a dynamic campus area that catalyses and supports creative new partnerships. In addition to the potential sites for university residential and academic purposes, a significant portion of this site is being developed as zones in which for- and not-for-profit entities will be co-housed and collaborate with UBC researchers and knowledge creators. These shared spaces will allow UBC to interact with external partners in new ways, collaborating to find solutions to real-world problems while deploying innovative new technology solutions and providing new education and training opportunities. The precinct will curate new ideas, test boundaries and make ground-breaking new discoveries, while simultaneously providing new and exciting opportunities for interdisciplinary collaboration, experiential education and hands-on learning.

#### Progress

- Innovation Precinct Structure Plan nearing completion
  - Campus Infrastructure concept planning, and order of magnitude costing completed, for the core campus and prospective Innovation Precinct complete (see September 2019 Board report 1.3 Campus Planning Update for details).
  - Preliminary phasing, site servicing plan and cost estimates complete within the North Lower Innovation Precinct (i.e. individual building sites within the NE sector of campus, see September 2019 Board report 1.3 Campus Planning Update for details).
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**GREAT FACULTY AND STAFF**

As the reputation of the campus grows, UBCO will need to continue to recruit and retain world-class faculty and staff, with a commitment to building a vibrant and connected experience for all who work at the its campus.

Progress

- TRC Commitments developed – see section 1
- Preliminary faculty hiring and resource plans developed for consideration of Academic Resource Working Group
- Program to create internal support for research chairs created to mirror CRC program given current low number of CRCs for campus
- An expansion to the current daycare site is underway, and market studies are being deployed to determine needs for future additional facilities
- Temporary solutions to space shortage underway (see section 2); permanent solutions being sought to enable hiring plans

<b>Previously presented April Board 2019</b>	UBC Okanagan 2040
<b>June Board 2019</b>	UBC Okanagan 2040 Update

## **Attachment 1:**

### **Proposal: Transition Program for Indigenous Undergraduate Students to Graduate Studies**

#### **Goal:**

To create a program that would support the transition of indigenous undergraduate students to graduate studies.

#### **Rational:**

To support the indigenization of the academy as outlined in the TRC Calls to Action requires an increase in Indigenous faculty members, who are in critically short supply across Canada. One mechanism to address this shortage is to increase the numbers of indigenous undergraduate students applying to and being accepted into graduate programs.

#### **Concept:**

A 3-week intensive summer program for indigenous students that would expose them to foundational learning and experiences and prepare them for success in graduate studies. Students can apply to the program and be supported financially with tuition and fees; study materials; room and board on campus for the three weeks.

This is being proposed a three-year pilot to track outcomes at a total cost of \$750,000.

#### **Components:**

1. A land based program that is unique and compelling. We would collaborate with the En'owkin Centre at the Penticton Indian Band to site some of this learning.
2. A program tailored to any indigenous undergraduate student, at any year level, studying in any discipline. The program would provide academic supports, cultural supports and activities, and experiential learning opportunities.
3. Mechanisms that allow students to develop a relationship with teaching and mentoring faculty members. This relationship will shape students understanding of graduate studies, the application processes and graduate program expectations.
4. Supports to cultivate the abilities to formulate and address research questions. Focus teaching and learning activity on those important aspects.
5. An application process that includes financial support mechanisms. Accepted students will be supported financially through tuition and fees, materials, and room and board on campus for the 3 weeks of the program. Other associated program costs would also be included in the financial support package.
6. Program would entail six hours of program each day, four days a week, for three weeks. This totals to 72 hrs of contact. Instruction offered by two faculty, supported by three peer mentors and /or graduate students.

#### **Opportunity:**

1. To develop and conduct this program in partnership with the ONA and the En'owkin Centre. This would be very powerful.
2. To leverage work and outcomes aligned with Professors Jeanette Armstrong and Mike Evans' Excellence fund Proposal.
3. To provide a unique offering and quick return.

#### **Collaborators in the program:**

- Provosts Office
- Faculties (TBA)
- Aboriginal Programs and Services
- En'owkin Centre

## **Attachment 2:**

### **Proposal: Work integrated learning and career mentorship for First Nation, Metis and Inuit undergraduate and graduate students**

#### **Goal**

To create programming and services for First Nation, Metis and Inuit students to have access to learning, training and employment opportunities.

#### **Rationale:**

In alignment with UBC Okanagan campus' commitment to widen participation and access for Indigenous learners, this initiative will allow for the development and implementation of career development and experiential learning opportunities for Indigenous students. In the recent Statistics Canada Education Indicators in Canada Factsheet: *"The transition from school to work: the NEET (not in employment, education or training) indicator for 20 – 24 year olds in Canada (July 5, 2019)"*, Aboriginal youth are more likely than non-Aboriginal youth to have difficulties in the labour market with typically higher unemployment rates and lower participation rates.

#### **Concept**

Aboriginal Programs and Services will provide permanent and on going programming and services through one-on-one and group settings with Indigenous students to provide career exploration and career search support relevant to the student's field of study. These connections will be through on-campus work integrated opportunities or off-campus community-based learning projects. This initiative will provide the resources to support student wages on campus as well as a stipend for those participating in off-campus learning projects. Resource materials and programming to increase and develop career readiness and career resiliency will also be part of the programming. The first year of the initiative proposes to provide opportunities for fifteen students, with the ability to scale up in year 3 and year 5 of the proposed budget. By year 5, the budget builds on the community relationships that have been formed and there is an increase in the number of students participating in community based learning projects.

#### **Components**

- 1 FTE position
- Programming resources
- Wage and stipend resources for student on-campus work integrated learning or off-campus learning projects

#### **Opportunity**

- Builds on work integrated learning and career mentorship priorities for the institution as well as the growing Aboriginal student enrolment and evolving needs of Aboriginal students
- Unique offering increasing opportunities for Indigenous students
- Further develop relationships with Indigenous organizations interested in supporting Indigenous students through experiential learning and work integrated learning opportunities
- Further develop relationships with faculties and units on campus to provide opportunities for Indigenous students
- Strengthen Indigenous student affiliation to their program and institution

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**Proposed Annual Budget Work Integrated Learning and Career Mentorship  
for Aboriginal students – Year 1**

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	<i>Year 1</i>	<i>Year 3</i>	<i>Year 5</i>
1 FTE Aboriginal Career Advisor	73,000	73,000	73,000
Programming expenses	14,000	17,000	20,000
On campus work integrated learning student wages	33,000	54,000	67,500
Off campus community based work integrated learning project student stipend	30,000	45,500	70,000
<b>Total</b>	<b>150,000</b>	<b>189,500</b>	<b>230,500</b>

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### **Attachment 3**

#### **Research Graduate Student Support – UBC Okanagan Campus**

Outlook 2040 envisions UBC as a globally recognized, top public research university with two highly successful campuses, each with a distinct character forged by their location, mandate and the communities they serve.

A critical element necessary to progress to this goal involves the attraction and retention of outstanding graduate students and postdoctoral fellows. Intense global competition for top graduate student and postdoctoral talent demands that UBCO deploy significant resources to successfully compete in this domain. To address this, it is proposed that \$2M of income from the \$100M UBCO TREK endowment be devoted to expanding graduate student and postdoctoral supports on the Okanagan campus.

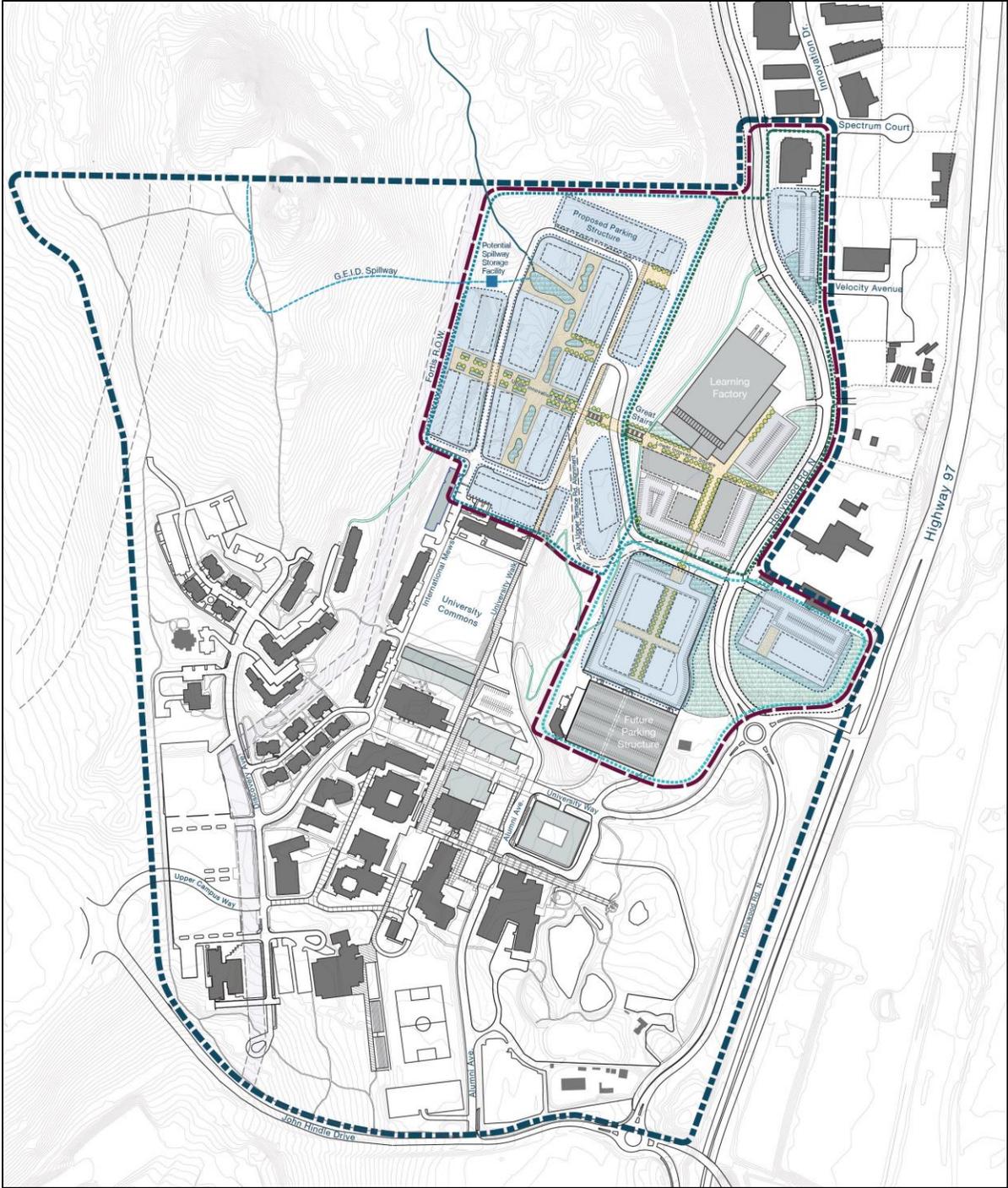
The new allocations that would support graduate student and postdoctoral fellow allocations would include:

1. **An International Masters Student Partial Tuition Award.** This award is designed to encourage enrolment of top-notch international research Masters students. The award would take the form of a fee waiver and would cover the differential cost between international versus domestic graduate fees. This award would be available to all first class research Master's candidates enrolled in years 1 and 2 of their program. This award would complement the existing International PhD Student Partial Tuition Award which presently provides similar supports for year 1-4 research PhD students at UBCO.
2. **Tri-Council Top-up Awards.** This award is designed to incentivize and reward domestic students who successfully compete for Tri-Council (SSHRC, NSERC, or CIHR) studentships. This award would provide a \$6,000 additional annual stipend for Masters level award holders, and a \$7,500 additional annual stipend for PhD level awardees.
3. **Aboriginal Student Entrance Awards and Aboriginal Student Graduate Fellowships.** These awards would be open to Aboriginal students entering (Entrance Awards) and continuing (Graduate Fellowships) their graduate studies at UBCO. Awards would provide a \$10,000 stipend for all applicants that demonstrate academic excellence in their program.
4. **UBCO Postdoctoral Fellowship Program.** This award is designed to encourage enrolment of outstanding post-doctoral fellows at UBCO. These prestigious awards would provide \$50,000 in annual stipend support for domestic or international postdoctoral fellows at UBCO.
5. **UBCO Aboriginal Postdoctoral Fellowship Program.** This award is designed to grow the cohort of outstanding aboriginal scholars at UBCO. These awards would be open to Aboriginal post-doctoral fellows at UBCO and would be unique in Canada. The awards would provide \$50,000 in annual stipend support.
6. **Expansion of Existing Unit-based Supports for Graduate Students.** Graduate programs at UBCO are presently provided with an allocation from the Faculty of Graduate Studies to support first-class domestic and international students in their units with entrance and continuing scholarships. Available funds remaining after items 1-5 above are funded will be distributed to units using a distribution model that is aligned with the campus strategic objectives.

**Attachment 4: Innovation Precinct Structure Plan Excerpt**

*Excerpt of Images from Innovation Precinct Structure Plan, November 26, 2018*





INNOVATION PRECINCT CONCEPT PLAN



SUB-AREAS OF THE INNOVATION PRECINCT



ILLUSTRATIVE RENDERING OF THE UBC LEARNING FACTORY, PLAZA AND GREAT STAIRS



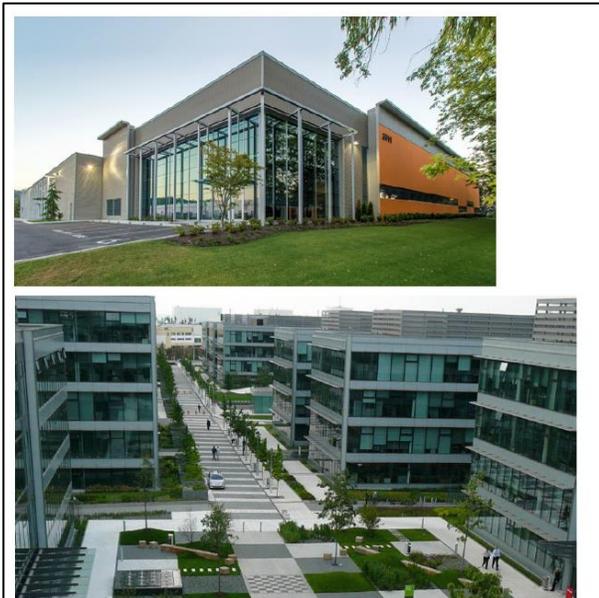
ILLUSTRATIVE RENDERING OF THE LOWER PRECINCT NORTH



PRECEDENTS FOR OUTDOOR AMENITIES



ILLUSTRATIVE AERIAL RENDERING OF THE NORTH CAMPUS AND UPPER TERRACES



BUILDING CHARACTER PRECEDENTS



ILLUSTRATIVE RENDERING OF THE NORTH CAMPUS LOOKING SOUTH TO THE CENTRAL CAMPUS



ILLUSTRATIVE RENDERING OF THE NORTH CAMPUS CROSSROADS LOOKING EAST TO THE VALLEY BEYOND