

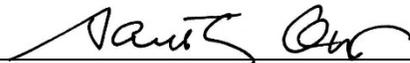


SUBJECT CROSS-CAMPUS COLLABORATION AND INTER-CAMPUS MOBILITY

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Forwarded on the Recommendation of the President

APPROVED FOR SUBMISSION


Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date August 24, 2019

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EXECUTIVE SUMMARY

UBC’s “one-university, two-campus” model presents significant potential for innovation in higher education in Canada and beyond. UBC Vancouver and UBC Okanagan have collaborated on operations since the inception of UBC Okanagan in 2005. Initially, academic collaboration between the campuses was tempered. In the last few years, collaboration between the campuses is growing. The creation of the bi-campus Faculty of Education and the growth of the School of Engineering as part of UBC’s Faculty of Applied Science are two major examples of this relationship. Similar connections exist and thrive in the realm of research such as the Collaborative Research Mobility program, which demonstrates a focused and cogent program of research collaboration yielding substantive results. Also notable is the establishment of two dual-campus research institutes over the past two years – the Materials and Manufacturing Research Institute (MMRI) and the Canadian Institute for Inclusion and Citizenship and Community Engaged Research (CIIC).

These are a few of the many examples of collaboration across the campuses. Most importantly, the demand for collaboration is growing constantly from students and faculty. UBC is keen to respond to these demands in a systematic and thoughtful way, and in ways that advance its strategic plan.

This update summarizes some of the progress being made towards realizing UBC’s commitments to collaboration. It is organized around three main questions:

- (i) How do we ‘widen the path’ between the two campuses?
- (ii) How do we create additional opportunities for members of faculty and students to experience teaching/learning on both campuses?
- (iii) How do we enhance research opportunities within and between UBC’s two campuses

The first question focuses on institutional relationships between the two campuses. A bi-campus taskforce has been established to explore these questions, chaired by Dean Blye Frank. It is expected to complete its work by March 2020.

Regarding teaching and program delivery, there are significant opportunities that are yet to be fully realized, but there is notable progress. For instance, the Faculty of Applied Science launched its first fully bi-campus program in Advanced Manufacturing in September 2019. A critical component of the program is a manufacturing hub in the UBC Okanagan Innovation Precinct, which is under development. This hub is the first step towards the establishment of the Digital Learning Factory (DLF), a world-class research facility and economic driver for the Okanagan region. Some strategic investments are required to fully realize this potential of this development.

The Faculty of Education is poised to develop a doctoral program in Education. It has a bi-campus team ready to develop the program and presents an enormous potential to meet the demand in the province.

Expansion of research opportunities is being pursued by ensuring the ability of researchers to engage between the two campuses through mobility awards, by supporting cross-campus participation in our emerging research clusters, by piloting collaborative cross-campus clusters in the humanities through creation of the Public Humanities Hub, by supporting Institutes that reach between the campuses, and by easing restrictions on cross-campus graduate student co-supervision and supervisory committee membership.

STRATEGIC CORE AREAS SUPPORTED

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

DESCRIPTION & RATIONALE **1. TASK FORCE ON CROSS-CAMPUS COLLABORATION**

It is clear that systematic, institutional connections between the two campuses are yet to emerge. To this end, a taskforce on cross-campus collaboration has been established as of August 2019. It is chaired by Dean Blye Frank, and has emerged from discussions among the two Provosts with the respective deans’ groups. The task force, co-funded by the two Provosts, aims to complete its work by March 2020.

Three main areas of focus have been identified:

- Governance and Finance
- Advancement and Philanthropy
- Program delivery and teaching

Collaborations in research are being pursued through the system-wide Vice-President Research and Innovation office, in close collaboration with the Vice-Principal Research office at the Okanagan campus.

2. CROSS-CAMPUS OPPORTUNITIES FOR LEARNING AND RESEARCH

The Faculty of Applied Science, under the leadership of Dean James Olson, offers Engineering programs on UBC’s two campuses. The School of Engineering in Okanagan has made enormous strides under the leadership of its Executive Associate Dean, Professor Rehan Sadiq. In response to the Provincial Tech for Talent strategy, UBC has launched the Advanced Manufacturing program as the first bi-campus offering in Engineering. Slated to have 50/50 enrolment split between the two campuses, the program will create a “virtual” cohort, and aims to hire 15 new faculty with complementary expertise.

A critical component of the program is a Manufacturing Hub, currently under development at Innovation Precinct 1 (1540 Innovation Drive) on the Okanagan campus. The Manufacturing Hub will facilitate faculty collaborations with industry, government and institutions around the globe, with a focus on Manufacturing and the CleanTech sectors.

It will also be critical to providing graduates of the Advanced Manufacturing program with the skills they need to propel BC's manufacturing sector, which is the third highest manufacturing employment center in Canada. As well, it is the first step towards advancing the Digital Learning Factory (DLF), intended to be a world-class research facility and economic driver for the Okanagan region.

Currently, the Manufacturing Hub is being developed by deploying a combination of UBC Okanagan reserves (\$8.8M) and an industry partnership with Kal-Tire, who has committed to being a tenant. An additional \$4-5M remains to be raised to complete the project.

Another collaboration is being led by the Faculty of Education, which is now a bi-campus Faculty and includes the Okanagan School of Education. The Faculty aspires to develop a bi-campus doctoral program in Education, for which there exists a strong provincial demand. The first offering of this interdisciplinary program planned for 2021, with the intent that faculty and students from a variety of disciplines, ranging from Nursing to Arts to Sustainability, from both campuses could participate.

3. ENHANCING RESEARCH OPPORTUNITIES ACROSS UBC

Collaborative Research Mobility Awards

In 2018, UBC launched a pilot program to build and strengthen collaborative research partnerships between the two campuses. The Collaborative Research Mobility Awards (CRMA), supported by the Excellence Funds (\$100K) for the 2018 fiscal year, was a peer-reviewed competition with criteria that included research excellence; potential to catalyze research collaborations; and transformative impact.

During the pilot year, 29 applications were received, and 14 awards were made to support 5 collaborations led by UBCV researchers and 9 that were UBCO-led. The program resulted in 48 new collaborations, while 34 existing collaborations were strengthened. As well, 8 co-publications were accepted, and \$5.8M of research funding was secured.

Additional Collaborative Research Initiatives

Several strategies are currently under development to further bolster research collaborations across UBC, such as easing shared graduate student supervision and enabling research collaborations and granting opportunities (e.g. CFI) between the campuses.

Along the same lines, the Public Humanities Hub is motivated by an aspiration to increase collaboration amongst humanists and develop public-facing research in the Humanities. Funded through Excellence Funds on each campus, the pilot will identify best practices in Humanities capacity-building internationally; build new research connections across Humanities departments, UBC faculties and the two campuses; support research culture (including graduate students and senior undergraduates); publicize and mobilize Humanities research in the public sphere and facilitate exchanges amongst humanists at UBC-V and UBC-O.

Yet another unprecedented opportunity for research collaboration is presented by the Innovation Precinct at UBC Okanagan. In 2015, the university identified a 60-acre area at the northern end of UBC Okanagan as a site that would become a dynamic, transformative part of the campus that could serve as a catalyst for creative new partnerships.

A significant portion of this site is being developed as zones in which for-profit and not-for-profit entities are housed to work with UBC researchers and knowledge creators. These shared spaces will allow UBC to collaborate with partners to find solutions to real-world problems while deploying innovative new technology solutions and providing new education and training opportunities. The precinct will not only curate new ideas, test boundaries and make ground-breaking new discoveries, but provide new and exciting opportunities for interdisciplinary collaboration, experiential education and hands-on learning.

4. CONCLUDING OBSERVATIONS

UBC's Strategic Plan and Outlook 2040 both envisage two highly connected campuses where synergies in the realm of teaching and research are fully harnessed. Over the last one year, important steps have been taken towards this goal. In 2019, a taskforce on cross-campus collaboration has been established to advance this goal through a more systematic, thoughtful approach. We look forward to updating governors on the recommendations of the task force and subsequent steps in April 2020.
