



SUBJECT	President's 2021-2022 Priorities, Goals and Objectives
SUBMITTED TO	Board of Governors
MEETING DATE	September 21, 2021
SESSION CLASSIFICATION	OPEN
REQUEST	Action requested - Approval IT IS HEREBY RESOLVED that the Board of Governors approves the President's 2021-2022 priorities as presented.
LEAD EXECUTIVE	Santa Ono, President
SUPPORTED BY	N/A

EXECUTIVE SUMMARY

The President's goals and objectives for 2021-2022 are set out below:

Equity Diversity and Inclusion

- Work with the UBC community to complete the Taskforce Report of Anti-Racism and Inclusive Excellence
- Identify priorities for implementation from the Taskforce Report
- Support the implementation of top annual priorities from the Inclusion Action Plan
- Release the Report from the National Dialogues on Anti-Asian Racism
- Ensure that the "Beyond Tomorrow Scholars Program" is successfully launched

Indigenous Engagement and Reconciliation

- Work with the entire UBC community and indigenous partners to implement the Indigenous Strategic Plan
- Continue to foster strong relationships with Musqueam
- Work with Executive, Provosts, Deans and ISP Coordinating Committee to plan Indigenous Faculty, Staff and Student Recruitment
- Work with Professor Sheryl Lightfoot and Deans to develop a synergistic partnership between the Faculties of Applied Science and Science with 3 First Nations

Climate Change

- Continue to lead climate action in my second year as the President of the University Climate Change Coalition (UC3)
- Represent UBC and Canada at the 2021 United Nations Climate Change Conference (COP26) in Glasgow
- Continue to lead as Chair of Committee of Presidents of the U7+ Alliance of 45 universities to address pressing global challenges such as climate change
- Prepare to host global Climate Change Summit at UBC in Summer 2022

COVID19 Response

- Continue to lead UBC's strategy to support a healthy and safe community during this year of Return to Campus; working with provincial leaders and health authorities
- Support the implementation of a remote work program that fosters employee engagement, attraction and retention, and considerations around environmental impacts.
- Work with the Executive and others to enhance programming for students as their return to campus after 18 months away
- Evaluate and apply lessons learned from the pandemic into future planning to mitigate risk and leverage opportunities

Operational Efficiency

- Work with Executive and experts in institutional finance to establish a UBCV/O operating model that optimizes the distribution of resources across UBCV and UBCO
- Focus on UBCV and UBCO budgets with a clear delineation of administrative structures and an alignment of budget frameworks between both campuses.
- Support the implementation of a Thrive-based platform for monitoring testing of unvaccinated individuals at UBC
- Provide clear and visible leadership in the refinement of Workday HR and Finance and the implementation of Student within the Integrated Renewal Program (IRP).

President's Academic Excellence Initiative

- Oversee the accelerate phase of PAEI and support the development of the campaign-phase for both campuses
- Engage with the Provosts and Deans to leverage PAEI to support the EDI priorities of the university
- Work with the Provosts, VP Research and Deans to support infrastructure investments to support new faculty members recruited by PAEI

APPENDICES

1. Dashboard of Goals and Priorities

INDIGENOUS RECONCILIATION

PRIORITIES	MILESTONES (JUNE 2020 – JUNE 2021)	PROGRESS	TIMING
Advancing meaningful reconciliation and Indigenous human rights within the university	UBC is implementing the Indigenous Strategic Plan, including governance model, administrative support, communications, funding and reporting		September 2021
	Office of Indigenous Strategic Initiatives is created and staff hired		February 2021
	ISP Implementation governance structure is created through working group consultations, new committees formed, and existing committees refreshed		January 2021
	ISP website is live, including toolkit and workshops		September 2021
	Open call for ISP projects		September 2021
Moving forward in a deeper engagement with Musqueam through a renewed Relationship Agreement	Concept Note and Terms of Engagement are formalized and discussions are underway (Note: Terms of Engagement signed Feb. 8, discussions pending)		February 2021
Further strengthening the relationship with the Okanagan Nation Alliance through a new Memorandum of Understanding	Negotiation structure is developed and discussions are underway		January 2022

EQUITY, DIVERSITY & INCLUSION

ANTI-RACISM/ANTI-DISCRIMINATION:			
Improving campus climate for our IBPOC faculty, staff, and students	External Review of Campus Security is completed		February 2021
	Recommendations arising from the review are presented to UBC Board		April 2021
	A report on the implementation of the recommendations is presented to the UBC Board		February 2022
Understanding systemic racism in our systems, policies and processes	Anti-Racism Task Force Co-Chairs and Executive Leads are appointed; members nominated; and Terms of Reference developed		February 2021
	Task Force consultations are underway		February 2021
	Task Force Interim Report is presented to UBC Board		September 2021

Legend:

Green light: project or metric is meeting milestones or targets | Yellow light: project or metric requires monitoring | Red light: project has been deferred, halted, or is lagging

EQUITY, DIVERSITY & INCLUSION CONT'D

ANTI-RACISM/ANTI-DISCRIMINATION CONT'D:

Diversifying our faculty, students and staff	EIO Annual Report and Employment Equity Report are prepared and presented to UBC Board		April 2021
Eliminating barriers to recruitment, promotion, and retention for IBPOC	Planning for an expanded complement of IBPOC faculty is underway		April 2020
Increasing Indigenous content in our curriculum	There is an increase in the number of new Teaching Learning Enhancement Fund (TLEF) projects with Indigenous content/methods/perspectives		November 2020

INCLUSIVE EXCELLENCE:

Treating each other with respect and consideration in our workplace	The Inclusion Action Plan guides UBC in creating equitable, diverse and inclusive campuses		June 2020
Supporting a respectful environment	Representation of designated equity groups are identified among students (Undergraduate Student Experience Survey) and faculty and staff through the Workplace Experience Survey		April 2021
Reflecting a diversity of perspectives in the classroom	An educational consultant hired and anti-racism training underway		November 2021
Increasing applicant diversity across the university	The number of diverse applicants per equity group is increased as percent of the total number of applicants		November 2021

ACADEMIC RENEWAL











Expanding UBC's research impact and creating an exceptional learning environment for all students	The Accelerate Program is launched with a goal of 100 hires by 2024/2025; 84 in Vancouver, 16 in the Okanagan. Hiring is underway.		Nov 2020 - Mar 2025
Campaign phase of PAEI planning underway	Year 1 activity at UBCV approved by Board of Governors		June 2021
Academic Enhancements: Planning underway for Library, shared research platforms, housing/childcare	Planning is finalized in Fall 2021/Winter 2022		January 2022

Legend:







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CLIMATE ACTION & SUSTAINABILITY

Actions in response to the Climate Emergency	Climate Emergency Task Force report is presented to UBC Board		February 2021
	The university reports on progress towards climate action and sustainability goals		November 2021
Accelerate GHG emission reductions dramatically in support of the response to the Climate Emergency	Climate Action Plan 2030 draft plan, targets and actions presented to UBC BoG (UBC Vancouver and Okanagan)		November 2021
	Low Carbon Neighbourhood Energy Strategy is updated		January 2022
	Climate related behavior change campaigns are underway (Green Labs, Cool Campus, Sustain in Rez, etc.)		September 2021
	UBC Green Building Action Plan advances carbon reduction targets for new and existing building retrofits		February 2022
	SkyTrain to UBC alignment study completion and biz case commencement		December 2021
	UBCO Transportation Plan: new plan to increase sustainable modes and reduce auto GHGs		November 2021
Continue to advance Responsible Investment	UBC has completed the initial steps and transitioned to a lower emission fund		December 2020
	Responsible investment framework completed and is approved by UBC's Board of Governors		December 2020

OPERATIONAL EXCELLENCE

Transform administrative system infrastructure to support UBC as global educational institution	Workday, HR and Finance, point solutions and infrastructure are deployed		November 2020
Improve data quality and analytics to ensure HR and Finance realize the benefits of the system implementation	Workday, HR and Finance stabilization and hyper-care exit is underway (Note: while underway, process is complex given the number of business lines)		June 2022
Transform the student experience by implementing new technology and streamline processes to support student success	WorkDay Student implementation on track		December 2021
Achieve the AEST mandate by implementing EPBC	Education Planner BC (EPBC) for undergraduate admissions are deployed		March 2021

Legend:



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OPERATIONAL EXCELLENCE CONT'D

Establish a dual campus operating model to support UBC's mission	Selected new initiatives are introduced and framework modelling is underway; e.g. Accelerate Program resources are leveraged across both campuses (Note: timing is delayed due to COVID-19 impacts)		March 2021
Streamlining operations	Budget reductions on UBCV administrative units (UBCO and faculties held harmless)		March 2022

Legend:



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