

INDIGENOUS RECONCILIATION

PRIORITIES	MILESTONES (JUNE 2021 - JUNE 2022)	PROGRESS	TIMING
Advancing meaningful reconciliation and Indigenous human rights within the university	Implementation of the Indigenous Strategic Plan (ISP), including governance model, administrative support, communications, funding and reporting	● ● ●	June 2022 and ongoing
	Indigenous Strategic Initiatives (ISI) Fund—Open Calls for Proposals and adjudication is completed for final of three streams	● ● ●	August 2022 Complete/Recurring
	UBC participating in series of national conversations on Indigenous identity in post-secondary institutions	● ● ●	October 2022 Complete/Recurring
	ISI Fund special, one time only call for graduate student applications for Indigenous community-based research	● ● ●	November 2022 Complete
	New TRC commitments are implemented for 2022	● ● ●	January 2023 Initiated/Ongoing
	Planning for scheduled third year review of ISP priorities	● ● ●	September 2023 On-Track
	UBC supports for the UN Expert Mechanism on the Rights of Indigenous Peoples, including development of international standards for repatriation and other principles of UNDRIP	● ● ●	June 2024 Complete/Recurring
Moving forward in a deeper engagement with Musqueam through a renewed Relationship Agreement	Concept Note and Terms of Engagement formalized and discussions underway with draft Relationship Agreement concluded	● ● ●	November 2022 Complete/Underway
	The Musqueam-UBC Relationship Agreement is finalized and celebrated	○ ● ●	Fall 2022, Revised to December 2023
Further strengthening the relationship with the Okanagan Nation Alliance through a new Memorandum of Understanding	MOU has been drafted and final consultation in process. Memorandum of Association drafted with En'kowin Centre; consultation in process, with goal to take to Senate in fall	○ ● ●	December 2022 Initiated

EQUITY, DIVERSITY & INCLUSION

ANTI-RACISM/ANTI-DISCRIMINATION:			
Improving campus climate for our IBPOC faculty, staff, and students	Anti-racism training for the classroom and campus community continues	● ● ●	Ongoing
	Graduate and post-doctoral studies are allocated \$1M for ARIE programming	● ● ●	June 2022 Initiated/Recurring

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:

	The EIO Office is restructured, an AVP E&I hired, and academic and non-academic leadership at UBC Okanagan is established		June 2023 Initiated/Complete August 2023
	Targets and success metrics are developed and implemented at UBC Okanagan		December 2022 Draft for June 2023
	Provost's office is developing an equity admissions program		June 2023 - Withdrawn
	Academic Leaders Development Program (ALDP) training will be revised to include EDI and ARIE recommendations		June 2023 Initiated/Ongoing
Understanding systemic racism in our systems, policies and processes	Anti-Racism and Inclusive Excellence (ARIE) Task Force recommendations are assessed, prioritized and implementation has started		September 2022 Initiated/Ongoing
	Consultation with the Black and Indigenous caucuses on IBPOC hiring procedures is completed		January 2023 Complete/Ongoing
	Systems, policies and practices for bias and discrimination are reviewed		September 2023 Complete/Ongoing
Diversifying our faculty, students and staff	EIO Annual Report and Employment Equity Report are prepared and presented to UBC Board		September 2022 Ongoing
	Targets are refreshed for diversification of faculty, students and staff		April 2023 Complete/Ongoing
Eliminating barriers to recruitment, promotion, and retention for IBPOC	Recruitment of Diversity Recruiter for IBPOC staff hiring is completed		June 2022 Complete
	Bridge funding is provided at UBCO for 8 IBPOC hires. Second call for hires will be issued in 2023/2024		June 2023 Complete/Ongoing
	A next-generation hiring support plan for black and Indigenous faculty is developed and implemented		June 2023 Complete/Ongoing

INCLUSIVE EXCELLENCE:

Treating each other with respect and consideration in our workplace	The first five goals in the Inclusion Action Plan at UBC Okanagan are implemented		June 2023 Complete
Launching Campus Vision 2050	CV2050 is engaging with thousands of students, faculty, staff, Musqueam, residents and partners to create a campus plan that supports housing affordability, reconciliation, climate action, connectivity and accessibility.		September 2022 Complete/Ongoing

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EQUITY, DIVERSITY & INCLUSION CONT'D

STUDENT AFFORDABILITY

Update student financial aid processes and procedures	Processes and procedures are being implemented to facilitate full disbursement of existing sources of need-based aid		March 2023 Ongoing
Increase donor support for need-based aid	A new fundraising initiative is being launched to raise \$100 million over the next seven years to help address student affordability		September 2022 On-Track

ACADEMIC TRANSFORMATION

Expanding UBC's research impact and creating an exceptional learning environment for all students	The PAEI Accelerate Program has all academic enhancements in place: Library, shared research platforms, housing/childcare; and the last tranche of positions are being searched.		January 2022 Initiated/Ongoing
Campaign phase of PAEI planning underway	Year 1 allotment of 8 new positions is fully subscribed Donor discussions continue for Year 2 allotment of 10 new positions		March 2022 Complete (UBCV); N/A UBCO
Fully activate campaign phase of PAEI	UBCV/UBCO funding model indicators are submitted for approval		Revised to September 2023
Continue to advance development of academic mission at UBCO	New funded spaces for technology programs at the undergraduate and graduate level is secured		April 2023 Complete
Ongoing evolution of teaching and learning strategies	A teaching and learning digital strategy is developed through broad consultation with faculties		March 2023 Initiated

CLIMATE ACTION & SUSTAINABILITY

Accelerate GHG emission reductions dramatically in support of the response to the Climate Emergency	Ongoing Remote Work Program continues to reduce travel to campus		July 2022 Ongoing
	SkyTrain to UBC business case is commenced		October 2022 Ongoing
	UBC Green Building Action Plan is implemented with GHG intensity targets for new buildings		December 2022 Complete/Ongoing
	UBC's Vancouver campus reduces offsetable GHG emissions by 25% compared to 2007 despite a 25% increase in building floor space and a 41% increase in students (FTE). (Per Capita, GHG emission reduction of 46% per student since 2007)		December 2022 Complete/Ongoing

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CLIMATE ACTION & SUSTAINABILITY CONT'D

	UBCV District Energy System decarbonization pathway study is completed		March 2023 Complete
	A Climate Adaptation, Resilience & Biodiversity Strategy is developed		March 2023 Initiated/Ongoing
	A Next-Gen Battery Research Center is initiated at UBCO		June 2023
	UBCO Transportation Plan is completed		Ongoing
	UBCO heat plant renewal is completed, partnership with Fortis continues, with development of campus as Living Lab		Initiated
	A Clean Tech research hub at UBCO is launched, which focus on Hydrogen research and waste-to-products		Ongoing
Continue to advance Responsible Investment	Measurement is increased for portfolio-related carbon emissions beyond public equities to other public holdings		March 2023 Complete
	UBC's Responsible Investment Policy is revised		March 2023 Complete
	Leading ESG frameworks are evaluated as a way to inform and enhance ESG targets and disclosures.		December 2023 On-Track
	Focused Social and Governance ESG factor metrics to monitor the portfolio are expanded		June 2024 On-Track





OPERATIONAL EXCELLENCE

Refine IRP implementation and initiate IRP Student	Progress continues in implementing IRP (staff) and focus is on IRP (student) – See IRP Report Dashboard		June 2024 On-Track
Improve data quality and analytics to ensure HR and Finance realize the benefits of the system implementation	Workday, HR and Finance stabilization continues. Release 1 completion project is undertaken to address Finance and HR issues. (Note: process is complex given the number of business lines)		Complete/Ongoing
Transform the student experience by implementing new technology and streamline processes to support student success	WorkDay Student implementation moves beyond design phase into testing and subsequent phases at UBCV		September 2023
	WorkDay Student design, build, and implementation is in process		July 2023 Final Go Live Feb 2024

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OPERATIONAL EXCELLENCE CONT'D

Establish a dual campus operating model to support UBC's mission	Cohesion and alignment is created between dual operating models —student services, budgets and collaboration		March 2023 Initiated
	Review of overall University budget model underway to ensure funding is available for university priorities across both campuses		March 2024 Initiated
Surrey Campus Development	A governance structure, leadership, and planning process to develop the vision and program for UBC at Surrey is in place		September 2022 Complete
	A business case and academic plan for the Surrey site is developed and approved		June 2023 Initiated

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