



# Strategies and Goals at a Glance



## CORE AREA ONE

### Research Excellence

#### STRATEGY 1

**Research Culture:** Strengthen our position as Canada's leading social science research university and build on the strong foundation of our research in the humanities and creative and performing arts.

#### STRATEGY 2

**Collaborative Research:** Invest in and support collaborative research practices across the Faculty of Arts, the university, and with local and global partners.

#### STRATEGY 3

**Knowledge Mobilization:** Create and mobilize knowledge exchange beyond the academy.

## CORE AREA TWO

### Transformative Learning

#### STRATEGY 4

**Educational Excellence and Renewal:** Facilitate innovative, student-focused teaching practices.

#### STRATEGY 5

**Program Design:** Renew our academic offerings, find areas of niche strength and emerging societal need, and foster a culture of innovation and flexibility in teaching and educational design.

#### STRATEGY 6

**Experiential and Practical Learning:** Provide transformative and high-impact education guided by learning outcomes.

#### STRATEGY 7

**Student Experience:** Create a personalized, responsive, structured, and supportive student experience.

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### CORE AREA THREE

## Local and Global Engagement

#### STRATEGY 8

**Public Relevance:** Exchange knowledge and expertise widely and engage in reciprocal partnerships with the community.

#### STRATEGY 9

**Indigenous Engagement:** Expand and enhance Indigenous research and teaching initiatives, increase understanding of First Nations and Indigenous cultures and histories, and supportively and respectfully engage with Indigenous peoples, advancing the recommendations of the UBC Indigenous Strategic Plan and the Truth and Reconciliation Commission.

#### STRATEGY 10

#### **Intercultural, Diverse, and Inclusive**

**Understanding:** Cultivate diversity and inclusion among students through study, reflection, debate, and action across cultural differences.

#### STRATEGY 11

**International Engagement:** Further internationalize our curriculum allowing students to explore the global dimensions of their areas of study, excel in international work, and engage with communities around the world.

#### STRATEGY 12

**Community Engagement:** Foster meaningful relationships with alumni, emeriti, donors, and the external community by improving communications, outreach, and engaging others as partners to achieve shared aspirations.

### CORE AREA FOUR

## People and Places

#### STRATEGY 13

**Inclusive Excellence:** Invest in faculty and staff resources to increase excellence, enhance research and teaching, build a diverse and inclusive community, and nurture a culture of respect.

#### STRATEGY 14

**Student Support:** Make degrees affordable for all who qualify for and desire a university education, and support the academic experience and the health and wellbeing of our students.

#### STRATEGY 15

**Inspiring Spaces:** Increase space for expanded programs and a growing student body, and transform current spaces into inspiring facilities to learn, teach, and research.

#### STRATEGY 16

**Systems Renewal:** Demonstrate national leadership in administrative design to provide the highest level of operational and service delivery.

