



UBC STUDENT EXPERIENCE STRATEGIC FRAMEWORK

OVERVIEW OF THE DRAFT FRAMEWORK

The Draft Strategic Framework consists of three key components

1. The Vision
2. Goals and Objectives, which help to define the Vision
3. Foundational principles

KEY ATTRIBUTES OF THE FRAMEWORK:

LONG TERM FRAMEWORK

The Strategic Framework is intended to support both short- and medium-term decision making, in order to achieve the long-term vision.

OUTCOMES-FOCUSED AND PRINCIPLES-DRIVEN

The framework is outcomes-focused – for each of the goals and objectives, it identifies the key associated outcomes. This approach recognizes that the student experience is a complex phenomenon, especially with the diversity of students at UBC, and that a single activity may drive multiple outcomes, or that multiple activities can affect a single outcome. By taking this approach, we are supporting variety in the approaches taken, but building towards a common goal.

The framework also outlines several foundational principles which are intended to inform all of our work. In order to ensure that we are living up to our principles, there will also be measures attached to these foundations that we will report on as the plan moves forward.

SUPPORT FOR PARTNERSHIPS

The framework is intended to support cross-UBC partnerships to develop a more coordinated and integrated approach to the student experience. The framework includes two process-focused goals that speak to this need for partnerships across UBC and with students.

EVIDENCE-BASED PLANNING

The framework is based on the best evidence that is currently available about the student experience at UBC, as well as the academic literature and best practices from other institutions.

There are however, some gaps due to a lack of existing data. As the plan moves forward, a stronger monitoring and evaluation function will be developed that helps both better define and measure the outcomes, and builds our understanding of how best to meet our desired outcomes through targeted evaluations and research.

By taking this ‘living lab’ approach to student services, UBC will not only achieve its vision for the student experience, but will help to move the student experience field forward.

HOW THE STRATEGIC FRAMEWORK SUPPORTS PLACE AND PROMISE

The Strategic Framework links the student experience to the Place and Promise commitments and goals. This section provides the high level linkages, with more detailed linkages provided in the Goal sections below. The intention of the Strategic Framework is to support increased alignment and cooperation in support of the Place and Promise commitments, and to improve UBC's outcomes.

DIRECT PLACE AND PROMISE CONNECTIONS

The Strategic Framework supports **Student Learning** by creating a supportive and inclusive environment, with enhanced learning opportunities where students can be challenged to achieve their full potential.

The Strategic Framework supports **International Engagement** by building opportunities for UBC students to engage internationally, both through study abroad initiatives and on UBC's internationalized campuses. It also supports the internationalization of the campuses through excellence in student services, as there is a strong link between international students' experiences at UBC and their likelihood to recommend UBC to others. It also supports the international development goal of the International engagement strategy through international service learning initiatives.

The Strategic Framework supports the **Intercultural Understanding** commitment by addressing student diversity and inclusion issues, and supporting the development of intercultural competencies among students.

The Strategic Framework supports the **Community Engagement** commitment by encouraging and supporting students to engage in their community, and building partnerships with community agencies to increase UBC's community impact.

SUPPORT FOR OTHER PLACE AND PROMISE COMMITMENTS

The Strategic Framework supports **Alumni Engagement** by improving the experience of students and building affinity to UBC, making students more likely to become engaged alumni.

The Strategic Framework supports the **Sustainability** commitment by working to build a socially and environmentally sustainable campus, and building sustainability competencies in students through its programs.

The Strategic Framework supports the **Aboriginal Engagement** commitment through targeted initiatives for aboriginal students and supporting engagement with the aboriginal community.

The Strategic Framework supports the **Outstanding Work Environment** commitment by committing to an outstanding work environment for all staff.

GOALS AND OBJECTIVES

An exceptional student experience where all students can achieve their full potential and contribute to a civil and sustainable society.

1

SUPPORTIVE, INCLUSIVE ENVIRONMENT

Students are well-informed and supported in their transitions

Student Wellbeing

Inclusive Environment

Student Learning Supports

2

EXCEPTIONAL CAMPUS LIFE

Campus culture of involvement

Vibrant campus community

High performance sport engagement

Service and built environment excellence

3

ENHANCES LEARNING OPPORTUNITIES THAT CHALLENGE STUDENTS TO ACHIEVE THEIR FULL POTENTIAL

Participation in enhanced learning opportunities

Enhanced learning outcomes

4

ENGAGED AND CONNECTED STUDENTS

Students engaged with campus, community and internationally

Global citizenship

Student connected and prepared for post-UBC

Partnerships, and Coordinated, Integrated Approach

Students as Key Partners and Co-creators

VISION

As one of the world's leading universities, UBC creates:

AN EXCEPTIONAL STUDENT EXPERIENCE,
WHERE ALL STUDENTS CAN ACHIEVE THEIR FULL POTENTIAL AND
CONTRIBUTE TO A CIVIL AND SUSTAINABLE SOCIETY

EXCEPTIONAL STUDENT EXPERIENCE

UBC will be recognized as a global leader in the student experience, where our reputation for academic and research excellence is matched by the excellence of our student experience.

ALL STUDENTS

UBC is committed to equity and diversity as a core principle of our work. UBC has a broad and diverse student population, and the student experience will reflect and support all students, ensuring that all students see themselves as full, included and participating students and members of the UBC community.

CAN ACHIEVE THEIR FULL POTENTIAL

The student experience will support and challenge students to achieve their full potential.

Students will be supported to succeed through a supportive and inclusive environment, but will also be challenged to investigate and reach their potential through enhanced student learning opportunities.

CONTRIBUTE TO A CIVIL AND SUSTAINABLE SOCIETY

As a publicly-funded university, UBC is committed to supporting a civil and sustainable society. By providing an exceptional student experience, which emphasizes community engagement and the achievement of students' full potential, UBC students will contribute to a civil and sustainable society.

GOALS

There are two sets of goals and objectives identified in the Strategic Framework: student-focused goals and process-focused goals.

STUDENT GOALS:

The Strategic Framework definition of an exceptional student experience is

*A supportive and inclusive environment, on a dynamic, vibrant campus,
where students can achieve their full potential and are connected to the world*

Out of this definition come four student-focused goals:

1. Supportive and inclusive environment
2. Exceptional campus life
3. Enhanced learning opportunities that challenge students to achieve their full potential
4. Connected and engaged students

PROCESS GOALS:

Achieving the student oriented goals above will require building and enhancing the way that UBC approaches the student experience. To that end, the framework has two process goals:

1. A coordinated, integrated approach to the student experience at UBC
2. Students as key partners, stakeholders and co-creators of the student experience

SUPPORTIVE AND INCLUSIVE ENVIRONMENT

At the core of the strategic vision is that all students can achieve their full potential. In order to achieve that vision, UBC is committed to ensuring a supportive and inclusive environment for all students. The approach to ensuring a supportive and inclusive environment for all students has four key objectives:

- Students are well-informed and supported in their transitions
- Student wellbeing
- An inclusive environment
- Student learning supports

LINK TO PLACE AND PROMISE

If UBC is successful in developing a supportive and inclusive environment, there should be:

- **Student learning:** better retention, satisfaction, and success of all students; improved outcomes on Student Wellbeing, Personal Development and Strengthen Efforts to Promote Student Success; improved perceptions of overall academic experience
- **Intercultural understanding:** increased success for target groups; better retention of all students; greater sense of belonging for all students
- **Alumni engagement:** alumni engagement in student programming (e.g. mentors); greater affinity with UBC from students who feel UBC cares about their success, leading to greater alumni engagement.
- **Aboriginal Engagement:** better success and retention rates for aboriginal students
- **Sustainability:** more socially sustainable campus community.

OBJECTIVE: STUDENTS ARE WELL-INFORMED AND SUPPORTED IN THEIR TRANSITIONS

In order to support student success at UBC, there is the need to ensure that students are making well-informed choices and are supported in their transitions at UBC. This includes ensuring effective communication, orientation and transition supports for students.

OBJECTIVE: STUDENT WELLBEING

Student health and wellbeing is foundational to a student's academic and life success: it supports student capacity to learn and flourish as a student and as a member of society. Having an exceptional student experience requires addressing student mental, physical and community wellbeing through both systemic and programmatic/individual-level interventions.

OBJECTIVE: INCLUSIVE ENVIRONMENT

For UBC to meet its commitment to ALL students being able to succeed, there is a need to ensure an inclusive environment that is both about reducing barriers to success and creating a positive environment that recognizes and values diversity, creates a sense of belonging and inclusion, and supports all students.

A concern for diversity and inclusion is embedded in all of the work at UBC (see Foundations section), as well as targeted initiatives such as peer programs, accommodations, public education, community-building and addressing systemic issues through policy and other interventions.

OBJECTIVE: STUDENT LEARNING SUPPORTS

The student experience also is informed by how well students feel they are being supported to succeed academically. In addition to the more general supports for student success (wellbeing, inclusivity and information), more directed learning supports are required to support student academic success such as learning skills workshops, tutoring and initiatives offered through libraries and learning commons.

EXCEPTIONAL CAMPUS LIFE

An exceptional student experience requires an exceptional campus life, which engages students, builds a strong and vibrant campus community and provides excellent services. The four objectives under exceptional Campus Life are:

- Campus culture of involvement
- Vibrant campus community
- High-performance sports engagement
- Service and built environment excellence

LINK TO PLACE AND PROMISE

If UBC is successful in developing an exceptional campus life, there should be:

- **Student Learning:** improved outcomes on campus life, campus environment and student experience measures; better sense of belonging at UBC; improved scores on overall academic experience; greater likelihood to recommend UBC
- **Alumni engagement:** greater pride and affinity to UBC, and greater likelihood to become engaged alumni
- **Sustainability:** more socially sustainable campus community
- **International engagement and intercultural understanding:** programming and communications engages a diversity of student leaders and student communities.

OBJECTIVE: CAMPUS CULTURE OF INVOLVEMENT

Student involvement on campus plays a significant role in building a better student experience. Students who are involved in activities on campus are more likely to report a better student experience, a better academic experience, more likely to feel a sense of belonging at UBC, and are more likely to encourage others to enroll at UBC.

By being involved on campus through activities such as student leadership, clubs, volunteer opportunities, lecture series, peer programs etc., student become active contributors in shaping the student experience, and the campus becomes more than just a place they show up to class.

OBJECTIVE: VIBRANT CAMPUS COMMUNITY

An excellent campus life and vibrant campus community also provides opportunities for students to make connections with their peers, build a sense of community, and develop affinity to UBC.

This includes residence life programs, peer programs, supporting student-led initiatives such as the Global Lounge, recreation programs and events such as intramurals and Storm the Wall at UBCV. Student unions and student organizations also support a vibrant campus community through their social activities and public engagement activities. Faculties support a vibrant campus community through faculty events and lectures.

OBJECTIVE: HIGH-PERFORMANCE SPORTS ENGAGEMENT

UBC's high performance sports teams can play a significant role in creating a dynamic campus life and pride in UBC, through varsity sports excellence, attendance at UBC sports events, and club sport involvement.

OBJECTIVE: SERVICE AND BUILT ENVIRONMENT EXCELLENCE

Services and the quality of the built environment have a substantial impact on the student experience, and can impact on a student's perception of UBC and their likelihood to recommend UBC to others. By ensuring a level of excellence in how services are delivered, and the physical environment, UBC can support a positive student experience.

ENHANCED LEARNING OPPORTUNITIES THAT CHALLENGE STUDENTS TO ACHIEVE THEIR FULL POTENTIAL

An exceptional student experience will include a broad diversity of learning opportunities that challenge students to explore and reflect on their pathway, develop competencies, and achieve their full potential.

There are two primary objectives associated with this goal:

- Participation in enhanced learning opportunities
- Enhanced student learning outcomes

LINK TO PLACE AND PROMISE

If UBC is successful in developing enhanced university learning experiences, there should be:

- **Student Learning:** increased participation in Enriched Educational Opportunities; improved outcomes in student personal development; increased satisfaction with overall academic experience
- **International engagement:** increased participation in study abroad programs and international student learning, with improved learning outcomes; more students engaged in UBC's internationalized campus life, with improved learning outcomes
- **Community engagement:** more students involved in community engagement, with improved outcomes;
- **Intercultural understanding:** increased intercultural competency and fluency
- **Sustainability:** students gain understanding of sustainability

OBJECTIVE: PARTICIPATION IN ENHANCED LEARNING OPPORTUNITIES

Enhanced learning opportunities provide students with the opportunity to explore their potential, enhance their academic experience, and develop new understandings and competencies.

Increasing participation includes promoting participation in enhanced learning opportunities, helping students to identify learning opportunities that will challenge them to achieve their full potential, and working in partnership across UBC to develop opportunities and connect students to enhanced learning opportunities.

The range of enhanced learning opportunities includes everything from community-based experiential learning and study abroad programs to student internships and student directed seminars to other campus based activities which are intended to build the competencies of the participants and leaders (e.g. leadership and peer programs, residence life and recreation programming, the Global Lounge, ImagineUBC and Jumpstart, the equity ambassador program and programs for international students and student-athletes).

OBJECTIVE: ENHANCED LEARNING OUTCOMES

It is also important to ensure that students are achieving learning outcomes in these enhanced learning opportunities that support them to achieve their full potential. This includes enhanced learning opportunities as well as broader public education and communication initiatives which are intended to promote increased understanding (e.g. public education initiatives around intercultural understanding).

At UBCV, the intention is that for VPS led or facilitated initiatives, there will be a common set of learning outcomes, that will be complementary to the specific learning outcomes for each specific type of enhanced learning opportunity. By building these learning outcomes through its work, the VPS will contribute to the student development that primarily occurs through the academic experience and faculty-led initiatives, and increase the overall level of competency of UBC's students.

ENGAGED AND CONNECTED STUDENTS

The UBC student experience will provide students the opportunity to engage and connect with campus, community and internationally, develop global citizenship, and connect successfully to their career. There are three objectives related to engaging and connecting students:

- Students engaged with campus, community and internationally
- Global citizenship
- Students connected and prepared for post-UBC

LINKS TO PLACE AND PROMISE

If UBC is successful in developing engaged and connected students, there should be:

- **Vision:** increased global citizenship for UBC students
- **Student learning:** more civically minded students; opportunities for students to become connected and address societal issues; improved sense of personal social responsibility; students feeling more prepared for careers
- **Community Engagement and International Engagement:** more students involved in UBC community and international engagement initiatives, and a greater societal impact for UBC
- **Alumni Engagement:** UBC graduates will remain connected to UBC and become engaged alumni
- **Aboriginal engagement:** more students involved, and a greater aboriginal engagement impact for UBC

OBJECTIVE: STUDENTS ENGAGED WITH CAMPUS, COMMUNITY AND INTERNATIONALLY

Supporting and encouraging students to engage on campus, in their communities and internationally provides students opportunities to make a positive difference in society and build valuable connections and networks. This would include both outcomes related to the level and effect of engagement on students, and its impact on the engaged partner.

OBJECTIVE: GLOBAL CITIZENSHIP

The student experience should also support UBC's efforts to have students develop as global citizens, and see a role for themselves in influencing positive change in the world from their local community to the global level.

The student experience supports the development of personal responsibility and community engagement through student learning, community/international engagement and campus engagement activities, and works to create a campus of intercultural and global dialogue.

OBJECTIVE: STUDENTS CONNECTED AND PREPARED FOR POST-UBC

Building career connections and preparing for their roles in society, industry and community is an important part of the student experience.

Student experience activities support students to connect successfully to their career would include everything from basic orientation, to career building experiences (e.g. student leadership, co-op) and career services, which provides students with opportunities to develop their career through information, practice-based experiences, mentoring and workshops, as well as work-study/work-learn placements.

PROCESS GOALS

Achieving the student oriented goals above will require building and enhancing the way that UBC approaches the student experience. To that end, the Strategic Framework has two process goals:

1. A coordinated, integrated approach to the student experience at UBC
2. Students as key partners, stakeholders and co-creators of the student experience

A COORDINATED, INTEGRATED APPROACH TO THE STUDENT EXPERIENCE AT UBC

Achieving the vision of a world-class student experience will require a coordinated, integrated approach, which brings together actors, identifies opportunities for shared success, and builds partnerships that leverage strengths and address gaps.

If UBC is successful at achieving this goal:

- There will be a more coordinated, integrated approach to the UBC student experience that leverages the strengths of all partners

STUDENTS AS PARTNERS, STAKEHOLDERS AND CO-CREATORS OF THE STUDENT EXPERIENCE

Student involvement as partners, stakeholders and co-creators of the student experience will be crucial to the development of a world-class student experience at UBC. There are two objectives under this goal:

1. Student partnership and co-creation of student services, programs and initiatives.
2. UBC decisions are informed by quality student input

If UBC is successful at achieving this goal:

- Students will feel more engaged in decision-making at UBC, and feel that UBC is listening to their input
- Delivery of programming will be greatly enhanced through respecting and leveraging the vast network of student communities at UBC
- UBC partners will feel well-supported in consulting with students, and well-informed about student perceptions when making decisions

FOUNDATIONS

The Strategic Framework identifies several foundational principles that will inform all of the work:

- SERVICE AND PROGRAM EXCELLENCE
- EQUITY, DIVERSITY AND INCLUSION
- OUTSTANDING WORK ENVIRONMENT
- EXCELLENCE IN INFRASTRUCTURE DEVELOPMENT AND MAINTENANCE
- STRATEGIC PLANNING AND EVIDENCE-BASED DECISION-MAKING
- SOUND FINANCIAL PLANNING AND FINANCIAL ACCOUNTABILITY