

External Relations Portfolio
Strategic Plan



inspire.
connect.
engage.

I welcome you to review UBC External Relations' Plan and learn about the ways we support the vision and mission of the University. Our Portfolio Team works in service to the goals of learning, research and innovation, helping our colleagues advance their priorities.

As a team, collaboratively partnering with colleagues across UBC, we work to share countless stories, remarkable achievements and the discoveries of our students, scholars and researchers as they advance the frontiers of knowledge and contribute to society—at home and abroad. We engage with governments, institutions, industry and community organizations, building partnerships, responding to opportunities and challenges, and leveraging time and resources to the benefit of all. We actively support, through mindful planning and development, the creation of engaged, sustainable campus communities for those who live, play, work and study at UBC, while dynamically investigating and demonstrating new ideas to be widely shared.

At stake is UBC's reputation in the community, valuable support underpinning the teaching and research enterprise, and the environment UBC provides for students, faculty, staff and residents.

Please join us in partnership and help make UBC well known, highly valued and deeply connected in British Columbia, Canada and around the world.

— PHILIP STEENKAMP


VICE PRESIDENT, EXTERNAL RELATIONS



We are a dedicated, passionate group of community builders, planners, communicators, and advocates.

who we are



A man in a blue long-sleeved shirt is pointing his right hand towards a whiteboard. The whiteboard is covered in handwritten notes and diagrams. In the background, a woman is looking at the whiteboard. The scene is set in a meeting or collaborative work environment.

In service of UBC's vision we support learning, research and innovation through effective advocacy and communication, meaningful engagement, and the creation of vibrant and sustainable communities.

what we do

We believe in the power of relationships to achieve transformative change.

We support each other's goals and aspirations, providing opportunities for growth and promoting diversity and inclusion.

We respect and recognize our Indigenous hosts, the xʷməθkʷəy̓əm (Musqueam) people and the Syilx-speaking people of the Okanagan Nation Alliance, and we are committed to strengthening our relationship with them and Indigenous communities throughout BC and Canada.

We embrace UBC's commitment to research and innovation, reflecting this through our practices, processes and professional leadership.

We advance UBC's role as a global sustainability leader, through the development of a leading edge university community for learning, working, living and playing.



what we value



Now we do it...



Goal 1: Tell the UBC Story

GOALS

Elevate UBC's reputation in local and global markets

Ensure UBC's brand is broadly understood and embraced by its audiences and stakeholders

Provide effective support for key initiatives across the University

ACTIONS

- Work with academic and administrative leaders across the University to anticipate and prepare for issues that could enhance or harm public opinion
- Celebrate the diversity of UBC's community in media stories, internal communication channels and marketing collateral
- Create, curate and amplify the unique stories of UBC for our diverse audiences
- Strengthen audience and media engagement by embracing new technologies and adapting to changing media markets

- Develop an integrated communications and marketing plan to tell the UBC story internally and externally
- Create an innovative, multi-channel campaign to launch our new vision and promote UBC in local, national and international markets
- Create greater coherence and consistency by implementing the refreshed UBC brand visual identity

- Support the UBC Strategic Planning process through effective consultation, communications and marketing
- Create evidence-based marketing strategies positioning UBC as a national leader in innovation, extended learning and sustainability
- Recognize and celebrate exceptional leaders through distinguished UBC programs and awards
- Facilitate and amplify UBC's participation in addressing pivotal societal challenges (Grand Challenges) with government, industry and community partners



Goal 2: Transform How We Engage

GOALS

Enhance UBC's sector and national leadership

Facilitate and encourage enduring connections

Reinforce UBC's role as an innovator and sustainability leader

ACTIONS

- Focus Government Relations' agenda on research and operating funding, revenue levers, return on investment, innovation and regional collaborations
- Establish UBC as the "go-to" university for analysis and expertise on key policy issues
- Amplify UBC's role and connections with the Asia Pacific Gateway
- Strengthen collaborations focused on sustainability and innovation with Musqueam, Okanagan Nation Alliance, the cities of Vancouver and Kelowna, and Metro Vancouver
- Cultivate supportive voices within the community on key issues facing the university

- Develop and support the implementation of a Community Engagement framework
- Facilitate a signature annual UBC public speaker/ dialogue series
- Enhance UBC's online communities through robust and meaningful social engagement
- Make UBC resources more accessible to communities (e.g. Making Research Accessible Initiative, improved access to and profile of public engagement, such as lectures and dialogue series)
- Build an open and effective internal communications practice

- Support the engagement and implementation of the UBC Innovation Strategy with key audiences and partners
- Facilitate, demonstrate and support sustainability outcomes and enhanced research opportunities
- Create research and learning opportunities through new strategic partnerships, both on and off campus, (e.g. SEEDS Program, Campus as a Living Lab and Innovation Precincts)
- Continue to support and encourage best practices of community engagement, partnership building, and development in our neighbourhood housing areas (including the University Neighbourhoods Association)



Goal 3: Create Vibrant Campus Communities

GOALS

Planning for innovation and resilience

- Support the University's Innovation Strategy through transformative campus plans, building designs and infrastructure
- Develop options to reimagine UBC's presence in the City of Vancouver:
 - Robson Square
 - Learning Exchange
 - Great Northern Way
- Recognize UBC's health and learning sites throughout the province and better integrate them into telling the UBC story.
- Support the increasing role of UBC in the central Okanagan (e.g. innovation precinct and transportation improvements)
- Partner on implementation of the 20-year Athletics and Recreation Facilities Strategy (planning, consultation, and communication)
- Implement the Climate Action and Green Infrastructure Plans

ACTIONS

Elevating the campus experience

- Reimagine the campus experience through implementation of public realm plans and programmatic elements, such as public art, installations and events
- Support the promotion, programming and coordination of UBC's attractions (e.g. museums, galleries, gardens and performance spaces)
- Enhance the graduation ceremony experience for students and their families while taking into account increased attendance
- Promote and encourage health and wellbeing initiatives with partners, including VP Students, key faculties and the University Neighbourhoods Association

Guiding the development of sustainable and connected communities

- Maintain and enhance infrastructure and service levels for UBC campuses, especially rapid transit service to Point Grey
- Enhance the relationship with UBC Properties Trust to ensure effective stewardship of the land endowment
- Use effective neighbourhood planning to enrich the social and environmental ecologies of the campuses, from visioning through to implementation
- Broadly engage UBC communities in campus planning and development (pursuant to the Engagement Charter)
- Support attraction and retention of talent through affordable and quality homes and neighbourhoods
- Support and strengthen urban planning partnerships with our neighbours (Musqueam, University Neighbourhoods Association, Metro Vancouver, University Endowment Lands, and the City of Vancouver)

Inspire. Connect. Engage.

WHO WE ARE

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WHAT WE DO

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HOW WE DO IT...

GOAL 1: TELL THE UBC STORY

Elevate UBC's reputation in local and global markets

Ensure UBC's brand is broadly understood and embraced by its audiences and stakeholders

Provide effective support for key initiatives across the University

WHAT WE VALUE

We believe in the power of relationships to achieve transformative change.

We embrace UBC's commitment to research and innovation, reflecting this through our practices, processes and professional leadership.

We support each other's goals and aspirations, providing opportunities for growth and promoting diversity and inclusion.

GOAL 2: TRANSFORM ENGAGEMENT

Enhance UBC's sector and national leadership

Facilitate and encourage enduring connections

Reinforce UBC's role as an innovator and sustainability leader

We respect and recognize our Indigenous hosts, the x̱m̱əθḵ'əy̱əm (Musqueam) people and the Syilx-speaking people of the Okanagan Nation Alliance, and we are committed to strengthening our relationship with them and Indigenous communities throughout BC and Canada.

We advance UBC's role as a global sustainability leader, through the development of a leading edge university community for learning, working, living and playing.

GOAL 3: CREATE VIBRANT CAMPUS COMMUNITIES

Planning for innovation and resilience

Elevating the campus experience

Guiding the development of sustainable and connected communities

WE ARE

Campus + Community Planning
Ceremonies and Events
Communications and Marketing
Community Engagement
Government Relations
Learning Exchange
Public Affairs





THE UNIVERSITY OF BRITISH COLUMBIA

External Relations

