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.
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.
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
how we do it...
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

• 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

• Create 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

• Facilitate and amplify UBC’s participation in addressing pivotal societal challenges (Grand Challenges) with government, industry and community partners

GOALS

ACTIONS

Goal 1: Tell the UBC Story

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Private-affiliation support for key stakeholders across the University

• Support UBC 2030’s strategic planning process through effective consultation, communications and marketing

• Create evidence-based marketing strategies and positioning UBC as an exemplar leader in research that addresses emerging global issues

• Recognize and celebrate exceptional leaders through distinguished UBC programs and awards

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Enhance UBC’s sector and national leadership

• 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

Facilitate and encourage sustained connections

• Develop and support the implementation of a Community Engagement Framework

• Facilitate and support UBC’s signature public speaker/dialogue series

• Enhance UBC’s role in national and international networking

• Make UBC resources more accessible to communities (e.g. Digital Planets, AccessLab, research access to university facilities, public policy 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 programs through key initiatives

• Coordinate, research and learning opportunities through new strategy engagement, both on- and off-campus, e.g. SEEDS Program, Campus as a Living Lab and Innovation Precincts

• Cultivate support for and encourage bold visions of community engagement, partnership building, and development in our neighbourhood housing areas (including the University Neighbourhoods Association)
Planning for innovation and resilience

- Elevate the University’s campus image by developing transformative campus plans, building designs and infrastructure

- Develop options for reimagining UBC’s presence in the City of Vancouver:
  - Robson Square
  - Learning Exchange
  - Great Northern Way

- Support the shifting focus and learning to the Kelowna campus by developing programs and initiatives to better integrate the Okanagan campus into 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

- 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 cultural, social, and academic activities, facilities, and programs across campus

- 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

- 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)

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WHAT WE DO
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WHAT WE VALUE
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WHO WE ARE
Campus + Community Planning
Ceremonies and Events
Communications and Marketing
Community Engagement
Government Relations
Learning Exchange
Public Affairs

GOAL 1: TELL THE UBC STORY
Enhance UBC’s reputation in local and global markets.
Ensure UBC’s brand is broadly understood and embraced by its audiences and stakeholders.

GOAL 2: TRANSFORM ENGAGEMENT
Enhance UBC’s sector and national leadership.
Facilitate and encourage valuable connections.
Realise UBC’s role as an innovative and sustainability leader.

GOAL 3: CREATE VIBRANT CAMPUS COMMUNITIES
Thrive for innovation and inclusion.
Shaping the campus experience.
Supporting the development of sustainable and connected communities.

HOW WE DO IT...

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