

UBC'S



# STUDENT STRATEGIC PLAN



2026-2029







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We respectfully acknowledge that that UBC's Vancouver campuses are situated within the traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səʼilwətaʔɬ (Tsleil-Waututh).

We acknowledge that UBC's Okanagan campus is situated within the traditional, ancestral, unceded territory of the Syilx Okanagan Nation and their peoples.

We acknowledge that UBC's activities take place on the traditional territories of many Indigenous peoples, across British Columbia and beyond.





## *Empowering every UBC student to thrive*

At the University of British Columbia, the student experience is at the heart of everything we do. With more than 70,000 outstanding students across our Vancouver and Okanagan campuses, UBC is defined by your talent, energy, and determination—qualities that shape who we are today and who we strive to be. The refreshed Student Strategic Plan (2026–2029) reflects this commitment and outlines how we will continue strengthening the supports and opportunities that allow every student to thrive at UBC and beyond.

This refreshed plan is grounded in the same values that guide UBC's Strategic Directions 2025-2030—advancing several of the university's new strategic directions that matter most to students. The plan strengthens flexibility in academic pathways, creating more options and opportunities so you can shape an education that reflects your goals and interests. It expands experiential and community-engaged learning, ensuring you gain hands-on

experience and graduate with confidence and career-ready skills. It embraces the opportunities and responsibilities of emerging technologies, especially AI, which are transforming how we study, learn and work. And it reinforces our shared commitment to a strong, welcoming and vibrant UBC community through investments in wellbeing, belonging and an exceptional campus experience.

Together, these directions form a clear, student-centred roadmap for a bright future at UBC. There will be challenges ahead, but also tremendous opportunity to deepen connection, expand possibility and ensure that every student feels supported and empowered throughout their UBC journey.

Thank you to the many students, faculty, and staff who have helped guide this work. We are proud to support this living plan and invite all students to continue shaping what comes next.



**Benoit-Antoine Bacon**

President and Vice-Chancellor



**Lesley Cormack**

Deputy Vice-Chancellor



What we've consistently heard is that you're looking for easier access to support, a more seamless and welcoming student experience from the very beginning, and meaningful opportunities that enhance your time at UBC and prepare you for your future.

## *A plan shaped by you, for you*

In 2021, UBC made a promise: To place students at the heart of everything we do. Since then, we've made meaningful progress—from expanding tailored career support, to increasing harm reduction training and resources, to building more on-campus housing, in response to your feedback.

But the world has changed since then. Students today are navigating new pressures, evolving priorities, and complex challenges. To respond to this shifting landscape, we are refreshing the Student Strategic Plan. We believe that a university committed to students must also be willing to grow and adapt alongside them.

Over the past 18 months, we've come to understand the needs of students through surveys, listening sessions, and conversations with undergraduate and graduate students on both campuses. What we've consistently heard is that you're looking for easier access to support, a more seamless and

welcoming student experience from the very beginning, and meaningful opportunities that enhance your time at UBC and prepare you for your future.

This refreshed plan sets out our priorities and commitments to our students on the Vancouver and Okanagan campuses from 2026 to 2029. It reflects what you've told us matters most. Over the next three years and beyond, we'll continue to work to create an exceptional student experience, aligned with the three strategic priorities identified in this strategy, and accessible to all. We'll also provide regular updates on our progress and be transparent about where we still have work to do.

We are committed to staying accountable—and to staying in dialogue. Your UBC journey and your experience matter deeply, and we are committed to doing our part to support your success.



**Ainsley Carry**  
Vice-President,  
Students



**Dale Mullings**  
Associate  
Vice-President,  
Students (UBCO)



**Samantha Reid**  
Associate  
Vice-President,  
Students (UBCV)

# THIS PLAN IS YOURS



The refreshed Student Strategic Plan (SSP) outlines UBC's vision for the student experience from 2026 to 2029. It builds on the original SSP launched in 2021 and reaffirms our collective commitment to a university where all of you, UBC's graduate and undergraduate students, can thrive—academically, socially, and personally.

As a living strategy the SSP doesn't replace what came before: it strengthens it. It keeps our core commitments in place while introducing new priorities that respond to a changing world and evolving realities.

This plan is a guide for how the Vice-President Students portfolio and the university can work better for you.

Across both campuses, and through every point in the student journey, the SSP is a call to action: to remove barriers, strengthen connections, and ensure every student has the opportunity to succeed.

THE

# BIGGER

PICTURE



The refreshed Student Strategic Plan is rooted in the belief that a great student experience doesn't happen by accident—it's something we create together. We've heard from you through student listening sessions, surveys, and conversations, and what we've heard has shaped and informed this plan.

The SSP is also built upon the foundations of several other key frameworks that guide the university and our work, including the Indigenous Strategic Plan, UBCO's Declaration of Truth & Reconciliation Commitments, the Wellbeing Strategic Framework, the StEAR Framework, Student Affordability Task Force Report, and the Climate Action Plan 2030.

The SSP is closely aligned with UBC's strategic plan, Strategic Directions 2025-2030, ensuring that our shared priorities move in the same direction. Of the seven Strategic Directions outlined in the UBC strategic plan, the SSP most strongly connects with enhance experiential education, maximize UBC system strengths, and nurture a strong and vibrant UBC community—all of which shape how students learn, collaborate, and engage.

These directions guide our focus on expanding meaningful learning opportunities, strengthening connections across both campuses, and fostering community among students.



Together, the SSP and Strategic Directions reflect a shared commitment to supporting every student's growth, wellbeing, academic success, and sense of belonging to the UBC community.



**OUR RENEWED**

*ongoing  
commitments*

*to you*



The foundations of the Student Strategic Plan are our student proposition, student mission, and commitment areas.

## *Student proposition*

Living and learning in a better world.

## *Student mission*

Working together to advance and foster an equitable environment that supports holistic personal growth, inspires purposeful contribution, and removes barriers to full participation.

## *Commitment areas*

The Student Strategic Plan for 2026 to 2029 has clarified and focused key commitment areas to reflect what we've heard from you. These commitment areas guide how we support you, and we will measure and work to strengthen the impacts in these areas year over year. These commitment areas shape how we move forward together. They reflect your experiences, your feedback, and our shared vision for a more supportive, connected, and empowering UBC for all.



### **SUPPORT THROUGHOUT YOUR TIME AT UBC**

Providing supports, programming, and spaces, and connecting you to resources designed to meet your needs throughout your journey at UBC



### **YOUR HEALTH AND BELONGING**

Supporting your mental, physical, spiritual, and social wellness so you can thrive at UBC



### **YOUR GROWTH AND FUTURE SUCCESS**

Helping you develop skills, explore opportunities, and prepare for life after graduation

These commitment areas shape how we move forward together. They reflect your experiences, your feedback, and our shared vision for a more supportive, connected, and empowering UBC for all.

*OUR*

# AREAS of FOCUS



These three strategic priorities reflect what we heard from you. The actions that evolve from these priorities will advance our commitment areas over the next three years.

### Priority 1

## *Student-centred navigation*

### What that means for you:

We are making it easier to find the right help when you need it, with fewer steps between you and the support you're looking for.

### Areas we are focusing on:

- Improving and streamlining how you access student services
- Creating clearer pathways to connect with the right resources and supports when you need them

### Priority 2

## *New to UBC*

### What that means for you:

We are expanding the new student experience to help you thrive and connect with other students.

### Areas we are focusing on:

- Strengthening transition support for incoming graduate, transfer, and international students
- Expanding access to orientations and extending programming beyond the first week
- Making it easier to meet people and build connections throughout your first year

### Priority 3

## *Experiences that shape you*

### What that means for you:

We are increasing opportunities and removing barriers so more students can access and participate in distinctive opportunities like on- and off-campus jobs, community engagement, signature events, study abroad, and research.

### Areas we are focusing on:

- Removing barriers to accessing opportunities that meet your interests, and academic and career goals
- Expanding funding and support for you to participate in experiences like Go Global, Community Service Learning, and research projects
- Creating enhanced connections between classroom learning and hands-on experience



This plan is about supporting you, not just as a student, but as a whole person. Whether you're an undergraduate student or a graduate student, new to UBC, preparing to graduate, or somewhere in between, these priorities are designed to help you feel prepared and supported throughout your UBC journey and beyond.

**LET'S**

**DO THIS**

*together*



At the heart of the refreshed Student Strategic Plan is a simple promise: to centre the student experience in everything we do.

At the heart of the refreshed Student Strategic Plan is a simple promise: to centre the student experience in everything we do. This plan is built on co-creation, ongoing dialogue, and shared accountability, and it will continue to evolve as your needs and experiences change.

Your feedback is essential to making this a living plan. Whether it's through surveys, listening sessions, or direct conversation, we're committed to hearing from you and acting on what you share. This includes providing regular updates on how your input is shaping the work ahead.

We invite you to stay connected, get involved, and continue sharing your voice. You can submit feedback, ask questions, or get in touch with the VP Students or the AVP Students (Okanagan) office any time.

*Contact us*

[vpstudents.ubc.ca/contact](https://vpstudents.ubc.ca/contact)



This plan is just the beginning. Its success depends on our ongoing partnership with you. Let's keep building a UBC where every student feels seen, supported, and able to thrive. The future of this plan, and your experience, is ours to shape together.





THE UNIVERSITY OF BRITISH COLUMBIA