A Message from the Dean
Dear Friends,

As I look back on the last five years, it is clear that the UBC Sauder School of Business community has enjoyed gratifying success: growth in innovative programs, a stellar global reputation, recognition for world-leading research, continued esteem among the best students, and a place alongside the very best of our peers. As we look forward to the next five years, my question to you is this: What more might be possible if we choose to focus our efforts on how business excellence can serve the public interest?

From my office, from the classroom, from downtown boardrooms and from international meeting rooms, I see a world in need of leaders. The challenges facing our world today are massive in scale and scope, and many of them demonstrate an impressive resistance to resolution. Over the past year, I have asked students, faculty, staff, alumni, and community partners what role an internationally renowned business school should play in the face of those challenges. This plan is our collective response.

The world needs leaders with the vision and the courage to witness and identify problems, the emotional intelligence to communicate and collaborate, and the ability, commitment and drive to find and implement innovative solutions. Responsible leaders who listen to others, who trust others to bring solutions, who create opportunities for others to succeed, and who seize the opportunities posed by both advantages and adversity. Leaders who are, with every decision, conscious of its effects on generations to come.

We undertake to educate and train such leaders, with an end goal that is nothing short of a more just, sustainable and prosperous world. We adhere to our strengths as a world-leading research institution grounded in core business disciplines. We provide students at all levels with a truly transformative learning experience. From within a collaborative and respectful work environment, students, faculty and staff support and are supported by proud and engaged alumni and community partners. And, by building on our strengths in research and teaching, we establish a global reputation for excellence in innovation and social responsibility.

Mindful. Responsible. Values-driven. Collaborative. This is what leadership looks like now.

Robert Helsley
Dean, UBC Sauder School of Business
Grosvenor Professor of Cities,
Business Economics and Public Policy
Our Vision

To build a more just, sustainable and prosperous world through innovation and responsible leadership.
Thao Atkinson, pursuing a Bachelor of Commerce at the UBC Sauder School of Business supported by a generous gift from the family of Warren and Maureen Spitz.
Our Values

We collectively set the highest standard for ethical and effective business practice. We are committed to rigour, respect and responsibility in our school, in our community and in our daily lives.

Rigour
We are motivated by commitment to the rigorous search for truth. We seek deep insights, rather than superficial conclusions. We rely on evidence, and our assumptions are open to testing and public debate.

Respect
We are attentive to and conscious of how our words and actions affect others; we learn about the traditions, values and experiences of others so that we are able to understand and appreciate the diversity of perspectives. We are culturally aware and culturally sensitive.

Responsibility
We are active participants in our community who take responsibility for improving and transforming the lives of those around us, both locally and globally. We stand up for our values and principles, and question practices that are unjust or that put future generations at risk.
Our Mission

As part of one of the world’s finest public universities, we pursue excellence in research and teaching to inspire and educate responsible leaders who improve business, drive innovation, and generate prosperity in British Columbia and throughout the world.
Jessica Lam, BCom 2010
Co-founder of the Beijing startup Kaiterra. In 2017, she was named in the Forbes 30 Under 30 Asia: Consumer Technology, thanks to the success of Kaiterra’s innovative air quality monitoring products.
Our Core Principles

The UBC Sauder community has chosen five core principles by which to navigate our next five years. They determine our priorities and guide our decisions so that we may fulfil our mission and bring our vision to life.

RESEARCH Excellence
UBC Sauder School of Business takes pride in delivering research with impact to advance foundational business knowledge, guide business excellence, inform public policy and inspire student learning.

Transformative STUDENT Experience
We provide our students with a rich set of experiences inside and outside the classroom that allow them to develop a deeper understanding of themselves and their place in the world around them.

Collaborative and Respectful ENVIRONMENT
UBC Sauder School of Business fosters a culture characterized by honesty, integrity and respect. Attracting and retaining outstanding faculty, staff and students both depends on and is strengthened by our adherence to our core values.

Proud and Engaged ALUMNI and COMMUNITY Partners
At UBC Sauder, we find our strength in our partners — in alumni and students, in colleagues and friends, in corporations and community organizations. Together, we make up a community that shares a vision and commitment to transform the lives of students, our leaders of the future.

Global Reputation for Excellence in INNOVATION and SOCIAL IMPACT
UBC Sauder School of Business recognizes the need to innovate as a defining business challenge in solving the great social, environmental and economic problems of our time. We dedicate ourselves to encouraging and enabling innovation in the service of the greater good as well as in private wealth creation.

Our Cross-Cutting Themes: Values | Collaboration | Diversity | Global Community
Principle 1

Research Excellence

We take pride in delivering high-impact research that advances academic knowledge, facilitates business excellence, informs public policy and promotes student learning. Our faculty publish in the very best academic journals in the foundational business disciplines and collaborate with academic, government and community partners to solve problems confronting business and society. Our research guides business innovation and contributes to tools and principles that underpin a sustainable and just society.

Goal 1: Advance the frontiers of knowledge

Actions:
• Recognize and reward outstanding research
• Encourage publication in top academic outlets
• Strengthen core infrastructure and services to support research

Goal 2: Foster a strong and collegial research culture

Actions:
• Recruit and retain excellent research faculty
• Provide seed funds for new research and maximize success rates in competitions for research grants and funding
• Develop partnerships with leading researchers and institutions, locally, nationally and globally

Goal 3: Positively impact management practice and public policy

Actions:
• Develop a strategy to synthesize and publicize the research accomplishments of our faculty
• Leverage research centres to connect research by our faculty with current issues and policy-makers
Principle 2

A Transformative Student Experience

We provide our students with a rich set of experiences inside and outside the classroom that allow them to develop a deeper understanding of themselves and their place in the world. Through the intellectual inspiration provided by dedicated professors, the coaching and support provided by committed staff members, the guidance and direction provided by community mentors, as well as the mutual support and inspiration provided by a diverse and talented set of their peers, students develop the knowledge, confidence and courage to face the challenges of leadership.
Goal 1: 
**Attract outstanding students of diverse backgrounds, abilities and experiences**

**Actions:**
- Strengthen recruiting and admission practices to attract an excellent and diverse student body
- Increase the value and number of scholarships to yield top candidates to our undergraduate and graduate programs
- Communicate the unique strengths of our culture to attract students who share the values of our school

Goal 2:
**Engage students deeply in learning**

**Actions:**
- Attract and retain outstanding teaching faculty
- Continually explore and adopt best practices in teaching and learning, including initiatives to involve students in research
- Expand and improve our facilities, infrastructure and learning technologies to support growth in programs and to provide a state-of-the-art learning environment

Goal 3: 
**Provide students with the services and experiences they need to lead meaningful professional and personal lives**

**Actions:**
- Expand the mandate of the Hari B. Varshney Business Career Centre to include both career readiness and the personal growth and development of students
- Increase the number and quality of internships, co-ops and placement opportunities, locally, nationally and globally
- Expand experiential learning opportunities, including international immersion and exchange programs, community service learning, case competitions, support for student-led events and field experiences
- Promote student health and well-being as foundational for academic and personal success
Principle 3

A Collaborative and Respectful Environment

We foster an environment of mutual support within a culture characterized by honesty, integrity and respect. We attract and retain world-leading faculty and staff by our adherence to our core values. Guided by a shared vision, we experience a sense of community that comes with collective action toward a common and higher purpose.
Goal 1: Attract and retain outstanding employees who are committed to advancing the mission of the school

Actions:
- Continue to build UBC Sauder’s reputation as a rewarding on-campus employer through our commitment to excellence, collaboration and collegiality
- Develop health and workplace safety initiatives that promote well-being and that are responsive to the personal and family needs of employees

Goal 2: Foster a strong and collegial organizational culture that realizes the highest standards of inclusivity, equity and mutual respect

Actions:
- Continually explore and adopt best practices for creating a workplace culture committed to inclusivity, equity and mutual respect
- Provide a stronger alignment between employee and organizational goals to assist individual growth and development
- Provide more opportunities for employees to share ideas, learn from each other and collaborate

Goal 3: Provide our employees with the support they need to lead meaningful professional and civic lives

Actions:
- Create professional development opportunities to help build skills and advance career and life success
- Provide opportunities for employees to demonstrate and be acknowledged for their outstanding contributions to the school and the university
- Encourage employees to pursue volunteer activities, community building and leadership roles
Principle 4

Proud and Engaged Alumni and Community Partners

At UBC Sauder, we find our strength in our partners — in alumni and students, in colleagues and friends, in corporations and community organizations. Together, we make up a community that shares a vision and commitment to transform the lives of students and future leaders. We are a diverse group that collaborates to instil a deep sense of ethics and responsibility in this new generation of leaders, equipping them with the rigour to take on global challenges, influence business, build prosperity and serve a greater good.
Goal 1: Create programs and activities that benefit alumni and the broader community

Actions:
• Expand opportunities for alumni to become meaningfully engaged in the school as guest speakers, mentors to students, and internship and co-op sponsors
• Enhance the delivery of services to alumni, including career coaching, professional development and networking
• Create opportunities for parents of undergraduate students to learn about and become involved in the school and its activities

Goal 2: Provide lifelong learning opportunities

Actions:
• Expand executive education programs in areas of faculty strength and strategic importance, locally, nationally and globally
• Expand and diversify our professional programs
• Leverage the UBC Sauder reputation and brand to build and deliver innovative programs under the new Continuing Business Studies portfolio

Goal 3: Create a sense of pride among all who are associated with the school

Actions:
• Promote and strengthen the UBC Sauder brand locally, nationally and globally through innovative and targeted communications to broaden awareness of the school’s achievements and successes
• Ensure alumni have an influential voice and stake in the school through the Faculty Advisory Board and other platforms for input and engagement
• Create new programs and opportunities to leverage the passion and energy of alumni and other supporters in the community to increase fundraising, including a corporate engagement program and enhanced annual giving
A successful pilot business education program was delivered in three First Nations communities in BC by MBA students Ben McDonald and VJ Terzic.

Principle 5

Global Reputation for Excellence in Innovation and Social Impact

We recognize the need to innovate as a defining business challenge in solving the great social, environmental and economic problems of our time. We dedicate ourselves to encouraging and enabling innovation in the service of the greater good as well as in private wealth creation. We reflect this spirit of innovation in our operations, in our classrooms, in our research, in encouraging venture creation and in the field of practice.

As a university in a city and region known for its pioneering focus on sustainability, ethics and responsible leadership, we provide an environment that serves as a living laboratory for social innovators and entrepreneurs.
Goal 1: Drive innovation and entrepreneurship programs and activities at UBC

Actions:
- Integrate entrepreneurship education across the school’s curriculum and in programs across the university
- Strengthen collaboration with entrepreneurship@UBC, Hatch and other incubators at UBC
- Expand programming and activities for the Creative Destruction Lab – West

Goal 2: Promote research and learning on sustainability, ethics and responsible leadership

Actions:
- Support student learning and initiatives in sustainability, social enterprise, responsible investing, philanthropy and other values-based activities
- Increase outreach and engagement with the external community to advance best practices related to ethics and responsible leadership
- Promote scholarly research that investigates and influences ethical practices across business disciplines

Goal 3: Promote the potential for business to help address society’s most pressing social challenges

Actions:
- Encourage research collaboration with other UBC faculties on issues of social importance
- Expand opportunities for students to apply their business skills to help solve social problems, through volunteerism and community service
- Enhance economic capacity-building in BC First Nations communities through expanded on-site programs delivered by the Ch’nook Indigenous Business Education unit
At a glance

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