



Collaborative Leadership

LONG-RANGE DESCRIPTION OF SUCCESS

As an institution and as individuals, we are committed to wellbeing and put our people, places, and communities first. Learning is cultivated across the institution through collaboration, and we work together to embed wellbeing into all our plans, processes, policies, and in everyday decision-making.

At UBC, we collaborate meaningfully to share expertise and work across differences to collectively enable creative and innovative systemic change. Senior leaders, Deans, managers, supervisors, faculty members, alumni, and student leaders model and advocate for wellbeing, and our whole community is empowered to champion it. We are interconnected and inclusive, reflecting the diversity of our community.

Recognizing that our responsibility to lead extends beyond our campuses, we work closely and collaboratively with communities and governments to support a resilient and flourishing civic society.

WHY IT MATTERS

Collaborative leadership starts with the premise that "if you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization or community."¹ Culture change is greatly impacted by the commitment of leadership and involvement within an organization. Engaging in collaborative leadership reproduces and builds social capital, strengthening the beliefs and values that an organization embodies. Organizational performance and productivity, and therefore student experience and learning, are linked to the wellbeing of staff and faculty. Leadership support of collaborative problem-solving, knowledge sharing, and decision-making creates a culture of empowerment and trust, important contributors to happiness and wellbeing.

TARGETS

INDICATORS

UBC is Committed to Wellbeing

Community members feel UBC is committed to wellbeing of its people, places, and community*

Baseline and target established

% students, staff & faculty report UBC is committed to wellbeing of its people, places, and community

All Faculties & Units Take Action

All faculties and units have included wellbeing in their plan and report on progress annually

faculties & schools

administrative units

*Target to be developed based on 2019 baseline data

SAMPLE ACTIONS IN PROGRESS

Establishing Senior Leadership Collaborative Dialogue

As part of the bi-annual Presidential Leadership Forum, Vice-Presidents and their direct reports will determine collaborative and portfolio-specific opportunities on how to take action on advancing wellbeing commitments, integrating strategic priorities from the *Inclusion Action Plan*, *Indigenous Strategic Plan*, *20-Year Sustainability Plan*, and *Focus on People Strategic Framework*.

Collaborative Planning & Reporting

Representatives of *People and Place* priorities within the UBC Strategic Plan — Wellbeing, Sustainability, Indigeneity, Inclusion, and *Focus on People* — are collaborating to develop processes to support faculties and units to take action and report annually on progress.

Collaboration Between Campuses

UBC is driving new conversations and knowledge sharing across Canadian and International Health-Promoting Campuses networks to activate the *Okanagan Charter*.

Action Plan Design Lab

The UBC Wellbeing Strategic Support team is supporting units and departments to develop, implement, and evaluate wellbeing action plans that activate the *Okanagan Charter* and the *Wellbeing Strategic Framework* in their unique contexts.

ASSOCIATED STRATEGIES AND PLANS

[UBC Strategic Plan: Shaping UBC's Next Century](#)

[Focus on People Strategic Framework](#)

[Indigenous Strategic Plan](#)

[20-Year Sustainability Plan](#)

[Inclusion Action Plan \(in draft\)](#)

¹ Chrislip, D., & Carl, E. (1994). *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*. San Francisco: Jossey-Bass Publishers.