



UBC Emeritus College Strategic Planning Retreat Recommended Pre-Read Revised Draft Goals and Sample Actions

Background and Context

This document presents a revised draft of strategic goals and sample actions for the UBC Emeritus College Strategy Plan 2025-2028, shaped primarily by the initial input shared through the recent member survey, along with insights from discussions with Executive leaders. These ideas are intended to inform and inspire dialogue at the upcoming Strategic Planning Retreat on June 4, 2025 at UBC Vancouver. Rather than offering finalized plans, this draft content is meant to spark conversation—providing a foundation for participants to refine, build upon, or rework in ways that reflect the evolving needs and aspirations of the College community.

Strategic Priority 1: People and Places

We envision a vibrant retirement experience that enriches the lives of our members, fostering continued intellectual involvement, wellbeing, and connection to inclusive, accessible spaces that support their needs and interests.

Goal 1.1: Enhance program offerings, spaces and retirement benefits to meet the diverse needs of College members.

Actions based on survey input:

- Develop and implement an annual process to review survey data, attendance records, and emeriti forms to inform program improvements based on member interests.
- Evaluate accessibility and suitability for various program formats in new office space (possibly combined with online meetings)
- Design processes to review retirement benefits for members using member feedback to update and align them with retiree needs and expectations.

Goal 1.2: Improve tools and processes for data collection to understand and respond to the evolving needs, interests, and contributions of College members.

Actions based on survey input:

- Develop a process to annually update interests, activities, and engagement preferences for members by setting up an online form.
- Implement low-barrier feedback channels such as brief online polls and interactive event components to gather timely and diverse input from members.
- Create a process and procedure to report event attendance and post-event feedback for ongoing analysis of participation trends and emerging interests.





Strategic Priority 2: Engagement

We foster a connected and active community of Emeritus College members with a strong presence and impact, both within and beyond UBC.

Goal 2.1: Enhance communication strategies to foster connection, transparency, and shared understanding of organizational priorities and constraints across the entire College community.

Actions based on survey input:

- Set up quarterly “State of the College” meetings with the Executive team and Committee Chairs and Convenors to provide timely updates on strategic priorities, key decisions, and ongoing initiatives.
- Host informal “Ask Me Anything” sessions with College leadership to foster open dialogue, invite questions, and gather feedback from members.

Goal 2.2: Enhance communication strategies that support and showcase the ongoing scholarly and community activities of College members to external audiences.

Actions based on survey input:

- Hire a Communications Coordinator to implement the College’s Communications Roadmap, oversee content creation, and manage storytelling efforts across multiple platforms.
- Regularly collect and share stories highlighting member achievements, scholarly work, and community involvement through newsletters, e-news, and the College website.
- Create a simple, annual submission process with clear guidelines that encourages members to share professional updates and community involvement for communications content.

Strategic Priority 3: Academic and Community Impact

We amplify the academic and community contributions of emeriti through research, mentorship, and collaboration, supporting both individual and interdisciplinary scholarly activities that enhance UBC’s academic excellence and reputation.

Goal 3.1 Expand opportunities for academic and community engagement through partnerships with visiting scholars, campus collaborators, and special interest groups.

Actions based on survey input:

- Host presentations by Emeritus scholars and promote these events through E-News, the website, and social media to spark interdisciplinary interest and engagement.
- Create a nominations procedure and process for Green College visiting scholar’s program.
- Explore opportunities for the Executive team to enhance relationships by defining key UBC collaborators relevant to the College and decide on the kind of opportunities.



Goal 3.2: Increase opportunities for intergenerational interaction.

Actions based on survey input:

- Partner with the UBC Career Centre to establish an emeriti-led mentorship program, matching students and recent graduates with retired faculty for career and academic guidance.
- Explore the possibilities of launching a student scholarship in collaboration with the UBC Centre for Healthy Aging, requiring recipients to present their research outcomes to the College community.
- Organize an annual intergenerational event during a General Meeting—such as a panel or roundtable—that brings together students, current faculty, and emeriti around shared research or public engagement themes.
- Explore opportunities to collaborate with UBC units to identify specific courses or projects where emeriti can contribute as guest speakers, mentors, or project advisors.

Goal 3.3: Increase support – financial and otherwise – for a broad range of academic and community contributions.

Actions based on survey input:

- Review the current Research Subsidies program in view of ongoing scholarly and community projects, including name change.
- Develop a targeted fundraising strategy in collaboration with the Development Committee and UBC central development office to secure donor support for a variety of member-led academic and community initiatives.
- Work closely with the UBC Provost's and President's Offices to advocate for increased institutional funding that addresses gaps in support for emeriti scholarly and community contributions.

Strategic Priority 4: Operational Excellence

We exemplify operational excellence through efficiency, adaptability, and sustainability.

Goal 4.1: Enhance financial sustainability through long-term financial planning and focused fundraising that engages the wider membership.

Actions based on survey input:

- Develop a three-year development plan with specific fundraising targets and measurable goals, in collaboration with the Development Committee and UBC Development and Alumni Engagement.
- Launch a multi-channel fundraising campaign using newsletters, general meetings, and targeted appeals that transparently communicate financial needs, progress, and the impact of emeriti contributions.
- Establish processes and procedures to review budget priorities, create clear funding request guidelines, and support informed decision-making to protect and grow the College's endowment.
- Highlight emeriti contributions in communications and fundraising materials to strengthen the College's identity and demonstrate alignment between donations and the College's mission—especially in areas like scholarly activity and healthy aging.



Goal 4.2: Develop a succession plan to ensure leadership continuity and broaden collaboration across the College and informal UBC networks.

Actions based on survey input:

- Formalize the Nominating Committee to continuously identify, mentor, and support potential leaders, especially new and automatically enrolled members, through targeted outreach and invitations.
- Develop clear role descriptions with defined term limits and comprehensive onboarding/offboarding materials (including handbooks and guidelines) for leadership positions which will include contemporary approaches to Indigenization, diversity, and equity.
- Explore converting select volunteer leadership roles into Post-Retirement Appointments to improve access to institutional collaboration tools.