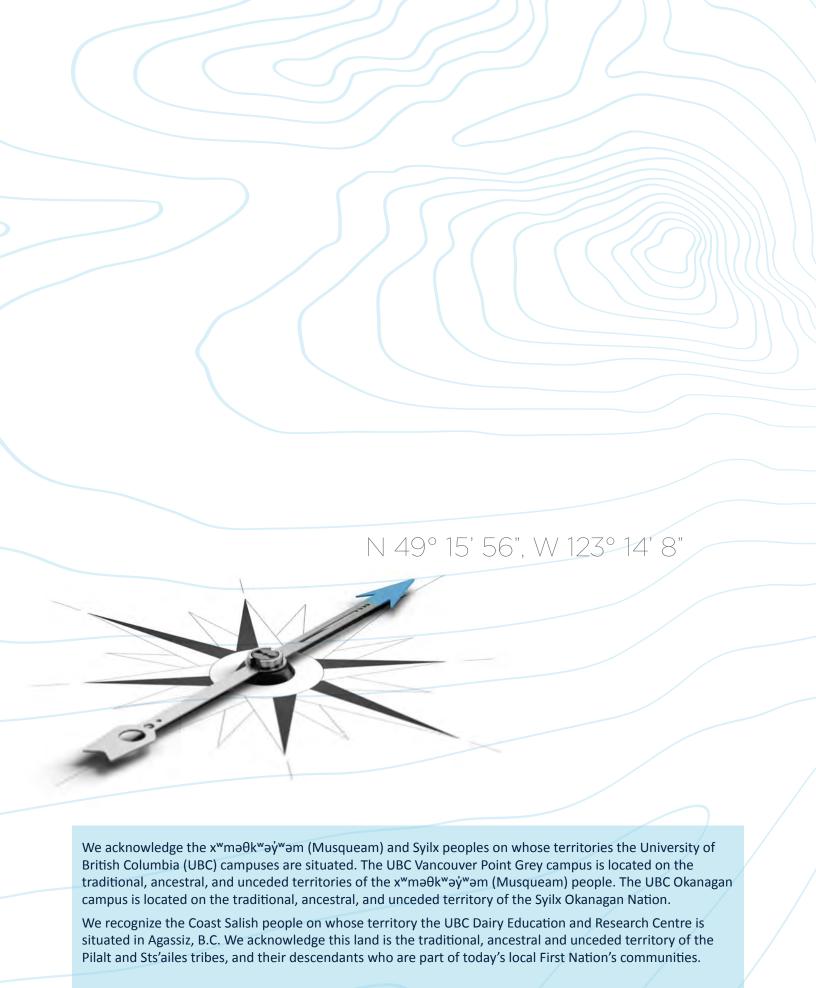
NAVIGATING A BETTER FUTURE

LAND AND FOOD SYSTEMS ACTION PLAN 2021 - 2026



NAVIGATING A BETTER FUTURE

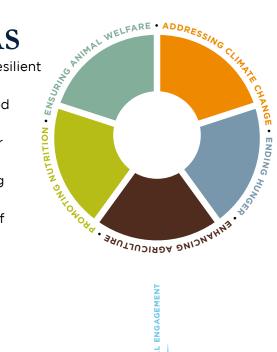
Welcome to the strategic plan for Faculty of Land and Food Systems, called our Action Plan. This is our guide over the next five years, leading with a bold vision – Balancing our food system and planetary health to create a better world. This vision inspires us to do better. To achieve our vision, our collective focus will be on five Priority Areas. These are areas of strength within the Faculty and where exciting innovations will take place. To manage our activities and programs, the Pillars in our Action Plan will help us mark milestones, and they align with university's strategic plan *Shaping UBC's Next Century*.

VISION

Balancing our food system and planetary health to create a better world

PRIORITY AREAS

- Addressing climate change and resilient food systems
- Ending hunger and improving food security
- Enhancing regional agriculture for sustainable cities
- Promoting nutrition and wellbeing for healthier communities
- Ensuring the health and welfare of animals in society



PILLARS

- People and Places
- Transformative Learning
- Research Excellence
- Local and Global Engagement







THE 2021-2026 ACTION PLAN reimagines how we could make a difference in the next five years.

Drawing from experiences and accomplishments in our previous Action Plan, this is our Faculty's new five-year roadmap: to teach, to innovate, to collaborate for change, and to inspire those who want to make a difference in land and food systems.

Embedded in our Faculty name is a word that stands out: systems. This signals our approach to work, our interdisciplinary method of problem-solving. To gain the most benefit from what we do, we strive for our academic work to span the cycle from farm to fork, from lab to consumer, or from individual to society.

We also work in a larger ecosystem of UBC. In creating this plan, we've aligned ourselves with the university's important strategic areas outlined in Shaping UBC's Next Century: People and Places, Transformative Learning, Research Excellence, and Local and Global Engagement. In addition, we looked with a new lens at how to strengthen the university's Indigenous, climate action, inclusion and wellbeing strategic priorities.

To guide our collective attention and investments, we identified cross-cutting Priority Areas that connect to overarching United Nations Sustainable Development Goals (SDGs), differentiate LFS from our peers and reflect our unique identity and strengths. We also intentionally integrated our plan with the Faculty's risk registry to ensure we address and mitigate the most significant risks. One important example of this is our plan to address new complexities created by COVID-19 and to build greater agility post-COVID.

From the time I started in 2014, a few things stand out: our researchers have had tremendous success, with total research funding in LFS growing by 38%. This has enabled a growth in foundational research affecting food security, human health, animal welfare, ecological and economic sustainability, and enabled a greater knowledge transfer of our practical research discoveries.

We have invested in experiential learning so now more students can engage in community-based learning, career planning and mentoring by professionals. We continue to expand alumni engagement to help empower personal growth and professional development, and enable alumni to contribute to UBC's vision to create a better world.

At UBC, I never stop learning from my colleagues and from our students. Many students carry a strong sense of purpose and responsibility to 'do better' that inspires me daily. Here in our Faculty, those who thrive the most are those who study and work with the excitement that comes from forging new approaches to solving problems.

The purpose of this Action Plan is to help them pave the way to a better future.

RICKEY YADA
Dean and Professor

WHERE OUR JOURNEY BEGAN



OUR ORIGINS DATE BACK TO 1914, when Dr. Leonard Klinck was named the first Dean of Agriculture. In 1915 when the University opened in temporary headquarters in an area of Vancouver known today as Fairview Slopes, the Faculty of Agriculture was one of UBC's three founding faculties. Since that time, the Faculty has undergone name changes to reflect its diverse expertise that has grown to encompass the agri-food system: the relationship between food, nutrition, diet and health; food safety and processing; food and resource economics; animal welfare; and, agriculture's impact on the environment.



WE ARE A FACULTY OF CHANGE MAKERS. Our core purpose is to foster an environment that supports top-tier education and research discoveries for those who strive to create a better world.

The Faculty of Land and Food Systems is a recognized leader in sustainable agriculture; food, nutrition and health; and food safety and quality. Our scientists have informed and influenced policy related to food insecurity, animal welfare, and climate change from agriculture.

The diverse expertise of our Faculty, and our small size, give us the ability to capitalize on our individual strengths while working together on critical agri-food initiatives.

BY THE NUMBERS*

FACULTY 54

(INCLUDES JOINT APPOINTMENTS)

FULL TIME STAFF 111

AVG. RESEARCH \$/FACULTY MEMBER \$173,000 (2019/20)

(RESEARCH FUNDS/ FULL-TIME FACULTY MEMBERS)

1781 **UNDERGRADUATE STUDENTS**

(BACHELOR OF SCIENCE PROGRAMS)

Applied Biology

- Food, Nutrition and Health
- Global Resource Systems

Food and Resource Economics

GRADUATE STUDENTS 226

Research-based programs $(65\,\text{MSc},59\,\text{PhD})$

- Applied Animal Biology
- Food Science
- **Human Nutrition**
- **Integrated Studies** in Land and Food Systems
- Plant Science
- Soil Science

Professional graduate programs (102 students)

- Master of Food Science
- Master of Food and Resource Economics
- Master of Land and Water Systems
- Graduate Certificate in Aquaculture

RESEARCH & TEACHING SITES



- Centre for Sustainable Food Systems at UBC Farm
- Dairy Education and Research Centre in Agassiz, B.C.
- Wine Research Centre at UBCO and UBCV

VISION

Balancing our food system and planetary health to create a better world.

MISSION

To develop change makers and leaders who improve global health through science, innovation and positive actions that recognize the critical connections between soil, plants, animals, humans, and the environment.

We will achieve our Mission by:

- Ensuring agricultural systems promote planetary health sustainable stewardship of Earth's natural resources, improved human health and animal welfare – through research and teaching.
- Addressing critical societal and cultural issues through engagement between faculty, staff, students, Indigenous peoples, and local and global communities.
- Collaborating within and across disciplines to conduct research with purpose and impact.
- Utilizing our physical and virtual spaces to enhance teaching, research and community development.

VALUES

We believe in listening to and learning from different perspectives in order to build a pathway for transformation and continuous improvement. To that end, our culture is one that respects diversity, wellbeing, equity, inclusion, and ultimately, our aim is to achieve justice in the work that we do.

As a faculty of change makers, we strive to be a catalyst for innovation and excellence.

WHERE WE ARE NAVIGATING

PRIQRITY AREAS

Our priorities align closely with the UN Sustainable Development Goals and resonate with their overarching theme 'to achieve a better and more sustainable future for all'. Our collective attention and investment will involve building collaboration and creating educational opportunities in these five Priority Areas.

- 1. ADDRESSING CLIMATE CHANGE AND RESILIENT FOOD SYSTEMS
- 2. ENDING HUNGER AND IMPROVING FOOD SECURITY
- 3. ENHANCING REGIONAL AGRICULTURE FOR SUSTAINABLE CITIES
- 4. PROMOTING NUTRITION AND WELLBEING FOR HEALTHIER COMMUNITIES
- 5. ENSURING THE HEALTH AND WELFARE OF ANIMALS IN SOCIETY







PRIORITY AREA

ADDRESSING CLIMATE CHANGE AND RESILIENT FOOD SYSTEMS



The sustainability of our food system relies upon building resilience to climate change and unexpected events, whether it be COVID-19 or the next challenge. Our current food system is one of the largest contributors to global climate change and, yet, it may be one of the first and hardest-hit by these changes. We address this complex issue using a multi-stakeholder research approach - engaging farmers, consumers, Indigenous peoples, and policymakers. Alongside our research, we are also training students to find solutions to this complex challenge, with the goal of reducing greenhouse gas emissions and adapting to climate change throughout the food supply chain - from production to transport to reducing waste.

FUTURE ACTIONS: Some future initiatives include expanding our research expertise to include all facets of sustainable land use in agriculture, such as hydrology, and promoting opportunities for students, faculty and staff to initiate and participate in sustainability initiatives at UBC and beyond.

- In a five-year project funded by Agriculture and Agri-Foods Canada, LFS is studying how farming practices, together with weather patterns, impact SOME OF OUR WORK IN THIS AREA: greenhouse gas emissions an eddy covariance system to capture data (see photo). results from this study will change how Canada as a nation reports climate impacts from agriculture to the UN Intergovernmental Panel on Climate Change (IPCC) and and producers.
 - In a 34-year study of the of B.C., LFS researchers tracked organic carbon in soil, important for food production, and for managing the concentration of carbon dioxide (CO₂) in the atmosphere and the rate of climate change. This long-term study showed that agricultural practices, as well as land use/ land changes, contributed to a slow decline of soil organic carbon each year. These results can inform decision-making in the region to support soil



2

PRIORITY AREA

. ENDING HUNGER AND IMPROVING FOOD SECURITY

SOME OF OUR WORK IN THIS AREA



Our Faculty is training systems thinkers and engaging in community-informed research to ensure all people have access to safe and nutritious food in a sustainable way. With rising rates of food insecurity in Canada and globally, this is an imperative action. We are preparing B.C.'s dietetics workforce and future food systems leaders to work across disciplines and to better understand the causes and consequences of food insecurity, by applying systems thinking and Indigenous ways of knowing. Our research draws on strong reciprocal relationships with communities and partners locally, across Canada and abroad, to build evidence and inform policies and practices impacting food security outcomes.

FUTURE ACTIONS: We will continue our work so that more communities have access to a safe, personally acceptable and nutritious diet in a sustainable food system that allows community self-reliance and ensures dignity for all.

LFS research collaborations are forged with community organizations, government partners and health authorities to ensure that our food security research is informing and is informed by challenges facing communities. Our research is shared broadly, and used to inform policy debates and recommendations about food security – including those related to improving social safety nets, school meal programs, and food bank and community-based responses.



3

PRIORITY AREA

ENHANCING REGIONAL AGRICULTURE FOR SUSTAINABLE CITIES



The Faculty of Land and Food Systems is connecting with policymakers, farmers and consumers to provide cutting-edge research, and training students to develop robust, regenerative organic food systems in and around cities. By 2050, an additional 2.5 billion people are expected to be urban dwellers, due to migration and as our world population grows. according to the United Nations. A critical component for ensuring the sustainability of our cities is access to safe, environmentally sound, nutritious food that contributes to the regional economy. This requires a transdisciplinary approach to develop innovative agricultural management strategies, as well as new economic policies, food processing technologies, and supply chain approaches, to ensure adequate labour and land resources.

FUTURE ACTIONS: Future initiatives include developing joint programs and initiatives to tackle food production issues through a stronger systems approach, and identifying ways to engage with partners such as Metro Vancouver and City of Vancouver, to strengthen the economic viability of food production and sustainability in the region.

SOME OF OUR WORK IN THIS AREA:

- The 24-hectare UBC Farm is a living lab, showcasing regenerative organic agriculture that rehabilitates the entire ecosystem, and enhances natural resources in the course of food production. UBC Farm fosters many innovations, including new technology that is cost effective and easily implemented by producers.
- Our food and resource economics researchers are understanding the interactions between economic development, market access and the environment. These insights can be used in future policy considerations. They seek to answer questions such as, what are the environmental impacts of rural to urban migration?



PRIORITY AREA

. PROMOTING NUTRITION AND WELLBEING FOR HEALTHIER COMMUNITIES



Through our human nutrition, food science and dietetics research and teaching, we are advancing knowledge regarding the role of food safety and nutrition in human health. Our comprehensive approach includes studying protocols to ensure a safe food system, and determining the roles of dietary patterns, whole foods, individual nutrients, and non-nutritive food components in various population groups and model systems. Working across disciplines, we also examine environmental, social, cultural and individual determinants of food choices and eating patterns.

FUTURE ACTIONS: Future initiatives include expanding our research expertise in nutrition and healthy aging; creating new community-based learning opportunities for dietetics students; and strengthening food systems thinking in graduate-level curriculum and LFS research programs.

SOME OF OUR WORK IN THIS AREA as in the general population. health outcomes using a science-based approach and

new ways to prevent Salmonella, E coli, Listeria that cause food-borne illnesses. As more people become resistant LFS is researching the use of alternative approaches (e.g., bacteriophages) to prevent microbial populations in fresh



5

PRIORITY AREA

ENSURING THE HEALTH AND WELFARE OF ANIMALS IN SOCIETY



Our animal welfare program recognizes that animals play a prominent and continuous role in societies across the world. We are training young scientists with a passion for key issues in animal health and welfare in the agricultural industry, research sector, companion animal contexts, and in wildlife conservation. We strive to create a humane, ethical and sustainable environment for animals through educating future leaders, engaging in fundamental and applied research, and providing extensive outreach programs to the community. Our researchers work across disciplines and take a collaborative approach to provide applicable and impactful research to partners.

FUTURE ACTIONS: Future work may involve strengthening our role in One Welfare research, which has been formally recognized by the World Animal Health Organization (OIE) as it promotes the direct and indirect links of animal welfare to human welfare and environmentally friendly food animal production systems. This concept provides a sound basis for furthering development of sustainable farming industries, and also increasing resilience and security for rural communities in many countries.

SOME OF OUR WORK IN THIS AREA:

- LFS researchers are among the world's leaders in improving the welfare of animals in science and agriculture.
 Through access to labs and the Dairy Education and Research Centre site, and working with producers in the field, researchers have made many discoveries aimed at improving cattle comfort and supporting the social development of calves, that can also lead to improved product yield.
- Companion animal research has been a recent focus in LFS. Enhancing animal shelter practices, improving our understanding of companion animal behaviour and welfare, and connecting human and companion animal issues through the One Health/ One Welfare framework are some of key research areas.

THE FOUR PILLARS

Our Pillars reflect those of the University as a whole. The four Pillars form the building blocks to manage our activities and our progress, aligning with the UBC strategic plan Shaping UBC's Next Century: People and Places, Transformative Learning, Research Excellence, and Local and Global Engagement.

- 1. PEOPLE AND PLACES
- 2. TRANSFORMATIVE LEARNING
- 3. RESEARCH EXCELLENCE
- 4. LOCAL AND GLOBAL ENGAGEMENT

1.PEOPLE AND PLACES



Recognizing that students, faculty and staff are critical in achieving our vision, we are committed to attracting and retaining an outstanding community of people. We strive to create a culture of wellbeing in our working and learning environments where people feel supported in what they do. We develop opportunities for Indigenous peoples and underrepresented groups to teach, study and work within the Faculty, and encourage mutual learning to take place. True, meaningful deep engagement and co-development of initiatives with local and global communities outside the Faculty is important in achieving our shared goals of addressing critical societal issues facing the food system and planetary health.

Our place is unique: we are located on Canada's urban West Coast, with access to UBC living lab spaces and site expertise. The UBC Farm is the Centre for Sustainable Food Systems' main research space – a 24-hectare farm at the south end of UBC Vancouver campus, situated on the traditional, ancestral, and unceded territory of the Musqueam people. The UBC Dairy Education and Research Centre in Agassiz, B.C., enables world-leading research, and is located on the ancestral, traditional and unceded territory of the Coast Salish people. Our physical and virtual spaces are central in promoting innovation, collaboration and community development.

1. PEOPLE AND PLACES

STRATEGY 1: GREAT PEOPLE

GOAL: We attract and retain outstanding students, faculty and staff and aim to be a destination of choice for our exceptional learning and work environment.

ACTIONS:

- Develop targeted recruitment strategies to promote awareness of our undergraduate programs and graduate research programs, and increase the number of qualified candidate applications.
- Develop and implement a robust faculty hiring and succession plan based on LFS
 Priority Areas and on the framework established under the university's President's
 Academic Excellence Initiative.
- Fulfill our hiring plan to attract Indigenous faculty members, and implement support systems for success and retention of all IBPOC employees.
- Continue to invest in professional development resources for staff and faculty (e.g., formalizing the faculty mentorship program).

STRATEGY 2: SYSTEMS RENEWAL

GOAL: In support of the university's academic mission and public mandate, we evolve our administrative systems to facilitate collaboration, innovation and agility.

ACTIONS:

- Integrate our processes and program policies with the future university-level student information system to realize efficiencies that new technology brings.
- Adopt university-endorsed software systems so LFS uses secure and best-in-class technology for remote teaching and evaluation as well as working, under leadership of the LFS Learning Centre.

STRATEGY 3: INSPIRING SPACES

GOAL: Over the next five years, we optimize our physical and virtual spaces to enhance our teaching, research and work environments.

- In light of COVID-19, create a multi-year virtual and physical space plan to align physical spaces (office, research, collaboration) with operational and strategic needs.
- Increase experiential learning opportunities for UBC and the external community at field sites - UBC Farm's Centre for Sustainable Food Systems, the Dairy Education and Research Centre, and dual campus Wine Research Centre - encompassing topics on food security, human health, digital agriculture, and ecological and economic sustainability.
- Secure strategic partnerships to fund a new Food and Beverage Innovation Centre building to support novel food processing methods developed by UBC researchers, along with government and industry collaborators.



STRATEGY 4: THRIVING COMMUNITIES

GOAL: We continue to be a leader in supporting the university's development of sustainable, healthy and connected campuses and communities.

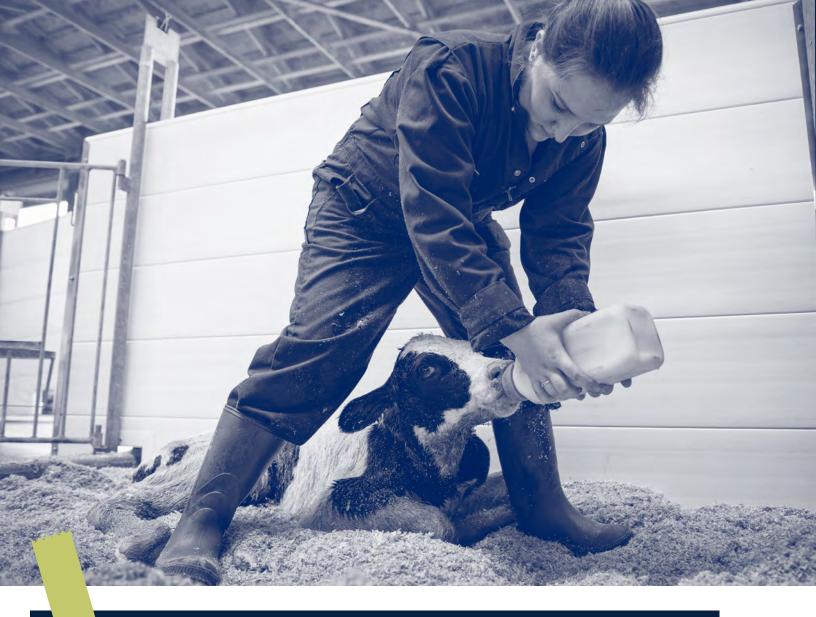
ACTIONS:

- Refine donor strategies to inspire support future capital projects, research needs, student learning and community engagement.
- Seek opportunities to support advancement of UBC sustainability and wellbeing commitments and UN Sustainable Development Goals by supporting the UBC Climate Emergency Task Force commitments, Climate Action Plan, and Wellbeing Strategic Framework.
- Create opportunities to build mental health resilience and improve wellbeing among faculty and staff, particularly in the context of the virtual workplace, under the guidance of the LFS Mental Health and Wellbeing Working Group and UBC HR's Organizational Change and Transition Team.
- Expand opportunities for LFS faculty and staff to initiate and participate in UBC sustainability initiatives.
- Continue developing cross-campus initiatives between UBCV and UBCO that align with LFS Priority Areas, e.g., new research collaborations through UBC's dual campus Wine Research Centre.

Trategy 5: Inclusive excellence

GOAL: We build upon various UBC strategic plans to create and sustain equitable and inclusive campuses for students, faculty and staff.

- Develop strategies to support recruitment and retention of students from systemically marginalized and under-represented groups.
- Promote learning opportunities to faculty, staff and students on Equity,
 Diversity, Inclusion (EDI) to build individual capacity to succeed in and advance
 inclusive environments as we move towards larger, systemic change both within
 LFS and with external communities.
- Develop systems and processes to diversify faculty applicants to LFS and support racialized faculty members in developing career pathways.
- Participate in the working groups for Dimensions: Equity, Diversity and Inclusion Canada pilot program with UBC's Equity and Inclusion office.
- Implement UBC's Indigenous Strategic Plan within the Faculty to support the university's implementation of Indigenous peoples' human rights (see Local and Global Engagement for actions).



SNAPSHOT ON PEOPLE AND PLACES

LFS offers unique places for experiential learning, field research and an opportunity to engage the community in the food system. The Dairy Education and Research Centre is a working farm that enables outstanding research on animal reproduction, milk production, and animal welfare, welcoming the public to see agriculture in the community. UBC Farm, a certified organic farm, welcomes students and researchers from across campus, hosts Indigenous workshops, and supports start-up companies through events. In our Dietetics program, we are fortunate to place our students throughout B.C. in hospitals, health & residential care centres, private practices, and community organizations to learn under the guidance of preceptors.

2. TRANSFORMATIVE LEARNING

Our Faculty is a leader in offering comprehensive experiential learning opportunities; LFS pioneered an education that combines an academic foundation in science with practical application right in the community. From our undergraduate core series of courses to our graduate student opportunities, our approach is adaptive to the needs of students and responsive to needs in the community. Our students feel engaged, supported and have a strong sense of belonging as they develop problem-solving skills, systems thinking, and learn to incorporate diverse perspectives through real-world experience. We will continue to strengthen our ties to the campus community, and to our partners in health care, government, industry, and community organizations to provide rich experiences for our students



2. TRANSFORMATIVE LEARNING

STRATEGY 1: EDUCATION RENEWAL

GOAL: We provide resources for our instructors to strengthen and renew programs to meet the diverse needs of our undergraduate and graduate students, and to adapt to a changing learning environment.

ACTIONS:

- Enable and empower LFS faculty members, in particular Educational Leadership instructors, to redesign curriculum to improve teaching effectiveness and meet the needs of our student body.
- Utilize expertise in the LFS Learning Centre to support faculty members in delivering curricula using contemporary pedagogies and technology.

Trategy 2: PROGRAM REDESIGN

GOAL: We update our programs to support student learning outcomes, while developing knowledge and skills valued by employers and the community at large.

- Deliver more first-year courses based in LFS to strengthen learning outcomes for new students and to build a community of support (e.g., expand LFS 150 sections, create LFS Physiology).
- Expand the Dietetics program with a new Master's in Nutrition and Dietetics degree and an increase in undergraduate student spaces.
- Expand the aquaculture certificate program to a Master's program to advance provincial priorities and complement needs in government and industry, led by the Business Director and the Chair in Sustainable Aquaculture.
- Conduct a review of all thesis-based, graduate research programs to assess and enhance relevance and value.
- Direct resources where intensive support is needed, such as the co-op program, directed study courses and internships, to ensure undergraduate and graduate students succeed.



STRATEGY 3: PRACTICAL LEARNING

GOAL: A leader in hands-on learning, we will focus on expansion and thoughtful approaches so all of our students continue to benefit from experiential learning in preparation for their future career and life.

ACTIONS:

- Amplify promotion to students of the opportunities to get involved in UBC-based research centres and living laboratory experiences (e.g., SEEDS Sustainability Program), and community-based engaged learning.
- Expand experiential learning opportunities, such as co-ops and internships, that respond to LFS Priority Areas by engaging alumni, industry networks, government and communities.

STRATEGY 4: INTERDISCIPLINARY EDUCATION

GOAL: We promote and create opportunities for interdisciplinary education to enhance students' capacity to tackle the world's critical and complex challenges.

ACTION:

 Develop joint initiatives and programs with other universities and UBC faculties that enable students to gain academic and research experience across disciplines (e.g., food science, technology, dentistry, health and nutrition, pharmacy, applied biology, forestry).

STRATEGY 5: STUDENT EXPERIENCE

GOAL: We continue to invest in programs that enrich our students' experience while at UBC, and prepare them for life post-UBC.

- Increase professional development and networking opportunities for graduate students and postdoctoral fellows to facilitate career exploration and career preparation in academia, government and industry.
- Commit more resources to students who wish to initiate and lead new projects.
- Support the successful transition of all new-to-LFS students by securing long-term funding for LFS ROOTSS (Reach Out, Orientation, Transition, Study Skills), a Canvas curriculum that immerses students in academic preparation, career preparation and provides a means to engage LFS students with faculty, staff and each other.



SNAPSHOT ON TRANSFORMATIVE LEARNING

The Land, Food and Community series of undergraduate courses (LFS 100, 250, 350, 450) form the academic core of LFS. Guided by the principles of community-engaged learning, the series integrates teaching and learning, research, and service, and provides students a transformative experience as they engage with community organizations to tackle real-life food security issues.

The LFS Mentorship program started in 2000 – it's the longest-running program at UBC and one of the largest, with 20% of LFS undergraduate students participating. Industry professionals and alumni exchange their unique skills and strengths, while students hone professional skills and build their network, which helps carry them forward in their career journey.



3. RESEARCH EXCELLENCE



3. RESEARCH EXCELLENCE

STRATEGY 1: COLLABORATIVE CLUSTERS

GOAL: We enable a collaborative approach to tackling complex problems in land and food systems to make the greatest possible societal impact with our research.

ACTIONS:

- Create interdisciplinary research clusters and pursue funding to advance LFS Priority Areas.
- Encourage and develop research collaborations across UBC units, and with industry and government networks.
- Facilitate cross-campus collaborative clusters on big data science.

Trategy 2: RESEARCH CULTURE

GOAL: We foster a research culture that embraces innovation, collaboration and diverse perspectives.

ACTIONS:

- Reinforce our Priority Areas in the LFS internal grant program to increase intra-LFS collaboration among faculty members, and to seek collaborations with UBC, Canadian and international researchers.
- Catalyze collaboration among our diverse researchers by hosting problemsolving sessions and working-lunch faculty seminars, with a focus on LFS Priority Areas.
- Increase promotion and acknowledgement of research success of our faculty members, postdoctoral fellows and students.
- Integrate a farm-to-fork, systems view in our classes, research and discoveries to emphasize the interconnectedness of land and food systems.

STRATEGY 3: RESEARCH SUPPORT

GOAL: We dedicate new resources for research support to ensure our research continues to positively impact both foundational bodies of knowledge and applied knowledge to improve communities.

- Identify opportunities to action initiatives that support all LFS researchers (e.g., awards coordinator, financial, professional development).
- Create a shared-facilities working group that monitors and makes recommendations on the optimal use and management of facilities.
- Increase the promotion of all levels of funding to support interdisciplinary research.



STRATEGY 4: KNOWLEDGE EXCHANGE

GOAL: WE SEEK TO ENHANCE OUR METHODS OF KNOWLEDGE EXCHANGE, TRANSLATION AND COMMUNICATION TO MAXIMIZE THE IMPACTS OF OUR RESEARCH.

ACTIONS:

- Identify and foster partnerships that can help us mobilize student and faculty-led research in communities.
- Identify and implement a mechanism to capture the social impact of our research.
- Work closely with UBC's Knowledge Exchange to train students and faculty to excel in making academic knowledge more accessible and actionable.

STRATEGY 5: STUDENT RESEARCH

GOAL: We help our students become sound researchers by expanding their access to research experiences and by supporting their development of new knowledge.

- Leverage existing UBC interdisciplinary research clusters to support the development of applied research.
- Increase applied research opportunities at the undergraduate and graduate level by engaging students to develop solutions to societal challenges and by promoting cross-university research opportunities.
- Hold an annual LFS graduate-undergraduate student research conference to give students experience at presenting first-hand research findings to an audience.



SNAPSHOT ON RESEARCH EXCELLENCE

A leader in research, the Faculty has been acknowledged among Canada's best by the ARWU (Academic Rankings of World Universities), based on metrics that include research output, quality of education and faculty, extent of international collaborations, and significant awards in an academic subject. In recent ARWU rankings, the Faculty was a major contributor to UBC's #1 ranking in Agricultural Sciences and #3 ranking in Food Science and Technology nationally.

Collaboration is key at the UBC Farm's Centre for Sustainable Food Systems (CSFS). Drawing expertise from more than 40 researchers at 15+ universities in North and South America, and from its community partners, CSFS runs the Diversified Agroecosystems Research Excellence Cluster. Collaborators look at the future of food from social, ecological and economic perspectives. Established in 2017, much of the early-stage field research in the cluster takes place at UBC Farm on Vancouver campus.





4. LOCAL AND GLOBAL ENGAGEMENT

STRATEGY 1: PUBLIC RELEVANCE

GOAL: We increase the relevance and impact of our research and education by aligning our efforts with local and global priority issues, and strengthening relationships and collaborations with our partners.

ACTIONS:

- Increase public awareness about LFS's critical role in advancing the long-term sustainability of food systems, food security, nutrition and health, and welfare of animals.
- Meet with government, NGOs and industry representatives to create opportunities for engagement and to develop strategic initiatives on emerging global issues.
- Position spokespeople in each Priority Area to share their research expertise and exchange knowledge with external groups, including news media and community organizations.
- Access resources including grants, seed funding and UBC's Knowledge Exchange expertise to strengthen knowledge translation.

STRATEGY 2: INDIGENOUS ENGAGEMENT

GOAL: We fully support UBC's vision to become a leading university globally in the implementation of Indigenous peoples' human rights and use UBC's Indigenous Strategic Plan (ISP) as our guide for our actions.

- Identify processes to co-develop Indigenous teaching, research programs and community initiatives, driven by individuals with deep expertise in working with Indigenous peoples, gained through personal cultural heritage, work experience, or both. This supports both the UBC ISP and Climate Emergency Task Force recommendations.
- Engage meaningfully with the Musqueam and Coast Salish people to build long-lasting relationships so their communities benefit from our presence at the UBC Farm's Centre for Sustainable Food Systems in Vancouver and the UBC Dairy Education and Research Centre in Agassiz, B.C., respectively.
- Collaborate with campus/community partners and Indigenous peoples to review our land and food systems curriculum to incorporate an Indigenous worldview.
- Enhance support to Indigenous and non-Indigenous scholars who are advancing research initiatives that are reciprocal, community-led, and promote Indigenous peoples' self-determination and Indigenous ways of knowing.



STRATEGY 3: CO-ORDINATED ENGAGEMENT

GOAL: We elevate the level of support for our community engagement partners in the areas of research, teaching, service and student-led initiatives.

ACTIONS:

- Develop speaker events to facilitate public discussion of pressing social issues of concern to our community partners and that align with LFS Priority Areas.
- Continue to implement best practices in our core series of courses when codeveloping, managing, and tracking projects that address community partner needs, under the guidance of the Community Relations Coordinator.
- Find opportunities to fund our partners on LFS coordinated projects, using resources such as community grants and UBC's Community-University Engagement Support (CUES) Fund for charitable organizations.

STRATEGY 4: GLOBAL NETWORKS

GOAL: We support UBC's Global Networks strategy to build and sustain strategic global networks that are impactful in helping to build a better world.

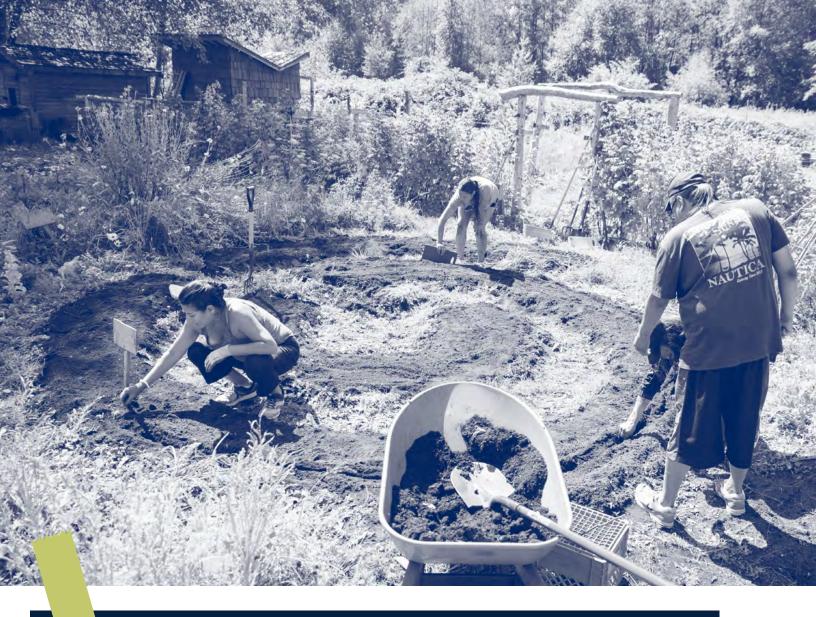
ACTION:

- Expand and facilitate experiences for students to gain cultural understanding, become global citizens and advance sustainable and just societies.
- Seek opportunities to expand travel-abroad learning experiences, Go Global and internationalization-at-home programs, through new partnerships.

STRATEGY 5: ALUMNI ENGAGEMENT

GOAL: We broaden and deepen our engagement with alumni to cultivate pride, empower lifelong learning and enable meaningful contribution.

- Enable two-way communications on issues of importance to LFS alumni locally, regionally and globally in order to broaden awareness of LFS research initiatives
- Empower alumni to share their accomplishments and experiences, highlighting the positive impact that LFS graduates have in their communities, professions and workplaces.
- Develop programming that provides deeper engagement through volunteer opportunities, philanthropy and mentorship.
- Support alumni professional development by delivering career programs that can be made available to the broadest audience, in collaboration with alumniUBC, UBC programming and researchers.



SNAPSHOT ON LOCAL AND GLOBAL ENGAGEMENT

The Faculty has an extremely active alumni network, providing several connection points for them. They share their professional expertise through programs designed for students, such as career nights and the LFS mentorship program, which has recently expanded to include alumni living abroad. In addition, alumni are invited speakers at public events to share their insights with a wide audience.

The Faculty has started embedding Indigenous content in our curriculum. LandOne, a first-year cohort program between Forestry and LFS launched in 2018, presents an Indigenous and Western perspective throughout the curriculum, including a unit on Indigenous land management practices. Our core series of courses has also implemented Indigenous content.

DEVELOPING THE ACTION PLAN

The creation of the 2021-2026 Action Plan was led by a working group representing the LFS leadership team, faculty members involved in teaching and research, a graduate student, and senior staff members in the Faculty. This group of 18 people met regularly for discussion and debate while formulating a strategic framework comprised of a vision, mission, pillars, and priority areas.

We shared this strategic framework extensively online and in-person with LFS faculty and staff, alumni, donors, LFS student leaders, key campus partners, and our Faculty Advisory Board. The hundreds of voices we heard were vital to ensuring our Action Plan spoke truth to our strengths, and gave us a greater understanding of environmental factors and university priorities that are important to consider as we look ahead.

Using insights and opinions on the framework, the working group refined our goals based on our vision for what we wanted to achieve, and then created strategies and actions that are ambitious yet attainable. We then completed a second round of validation among campus partners, student leadership, and some external stakeholders to provide feedback on our strategies and actions before finalizing the plan.

We give a special thanks to UBC's Strategy and Decision Support group for their support in developing our new Action Plan.



FOR MORE INFORMATION ABOUT THE FACULTY OF LAND AND FOOD SYSTEMS, PLEASE VISIT: LANDFOOD.UBC.CA/ABOUT

COMMENTS? CONTACT US: LFS.ACTIONPLAN@UBC.CA