

# A STRATEGIC FRAMEWORK

FOR THE UNIVERSITY OF VICTORIA: 2018-2023



# At the University of Victoria, we are deeply committed to contributing to a better future for people, places and the planet.



It is with this in mind that our new Strategic Framework articulates our shared understanding of our vision, values and priorities in fulfilling that commitment.

This Strategic Framework defines UVic's role in creating a strong, healthy future for our students and for our local and global communities. We are in a period of rapid change, with growth in the number of universities around the world and rising expectations for how these institutions will contribute to individual and collective well-being. To meet the challenges and opportunities of globalization and the social, environmental and technological change faced by our students, communities and university, we must align our efforts and focus our activities.

This ambitious framework is the product of widespread consultation and reflects the contributions and ideas of many

people across campus and in the community. Driven by a perspective unique to UVic, it extends the significant planning of the last three years around research, student success, Indigenization, international activity, equity and diversity, the campus environment, and communications. The framework builds upon the strength of our people and our collegial, inclusive and collaborative culture. It confirms our character as a research-intensive and student-centred university, and our commitment to excellence.

The framework's objective is to serve as a guide to our future—setting out priorities and high-reaching goals in six key areas and articulating strategies to realize them. The framework provides a structure for our ongoing planning and serves as a reference for making strategic choices among the many possible initiatives that could move us forward. Creating a shared understanding of our goals and priorities enables us to coordinate our efforts and work together to achieve maximum impact.

Bringing our vision to life depends upon the talent and commitment of every member of the university community. This Strategic Framework positions and inspires us as individuals—and collectively as a public institution—to apply our commitment to excellence in research and creative activity, teaching, service and engagement to serve students, communities and the world.

# OUR STRATEGIC PRIORITIES

CULTIVATE AN EXTRAORDINARY ACADEMIC ENVIRONMENT

ADVANCE RESEARCH EXCELLENCE AND IMPACT

INTENSIFY DYNAMIC LEARNING

FOSTER RESPECT AND RECONCILIATION

PROMOTE SUSTAINABLE FUTURES

ENGAGE LOCALLY AND GLOBALLY

## OUR VISION

We will be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.

## OUR VALUES

Our values inform all our actions in achieving our vision:

- Excellence in all our endeavours
- Ethical and intellectual integrity
- Freedom of inquiry and freedom of speech
- Equity, diversity and inclusion

# CULTIVATE AN EXTRAORDINARY ACADEMIC ENVIRONMENT

The University of Victoria will be recognized internationally as a university of choice for talented students, faculty and staff. People and place provide the foundation upon which we will continue to build an extraordinary environment for the creation, dissemination and mobilization of knowledge. Our beautiful Pacific coast location, inclusive and collegial culture, the influence of Indigenous and international perspectives, and our dedication to the highest standards of teaching, research and creative activity, and service make UVic the place where people want to learn, work, engage and discover.

## OVER THE NEXT FIVE YEARS WE WILL:

### STRATEGY 1.1

Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs, professional support programs and workplace practices that recognize excellence and promote wellness.

### STRATEGY 1.2

Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential.

### STRATEGY 1.3

Advance service excellence and collaboration by updating systems, spaces, processes and policies so they fully underpin research and teaching, maximize efficiency, and ensure our accountability and responsibility to our people, partners and society as a whole.

### STRATEGY 1.4

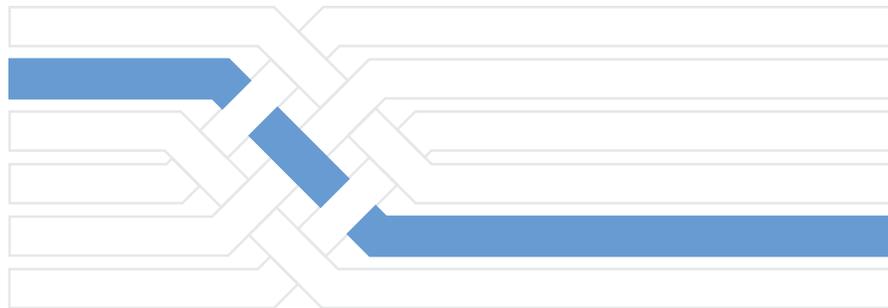
Implement internal communications practices that enhance individual, unit and organizational effectiveness, promote a sense of shared enterprise and meaningful purpose, and facilitate opportunities for collaboration across the campus.

### STRATEGY 1.5

Increase the vibrancy of campus life by enhancing the natural and built environment to create more opportunities for interaction and collaboration; and develop infrastructure and programmatic initiatives, including additional student housing and increased opportunities for recreation, cultural activities and social interaction.

# ADVANCE RESEARCH EXCELLENCE AND IMPACT

The University of Victoria will excel in diverse forms of research and creative activity, innovation and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. We will heighten our place in the top tier of the world's research universities.



## OVER THE NEXT FIVE YEARS WE WILL:

### STRATEGY 2.1

Take the strategic risks and make the investments necessary to pursue and support more opportunities for collaboration, innovation, partnership and external research funding.

### STRATEGY 2.2

Integrate and align research and education by fostering high-quality research and creative activity across all the disciplines, and by taking focused steps to ensure that learning in every program is enriched by the research culture and activities of the university.

### STRATEGY 2.3

Invest strategically in existing and emerging areas of research strength that present opportunities for growth, maximum impact and further global prominence.

### STRATEGY 2.4

Provide resources and develop targeted initiatives to recruit and support a diverse and talented community of researchers, including graduate students and post-doctoral fellows.

### STRATEGY 2.5

Promote more collaboration, partnerships and interdisciplinary approaches on campus and with our external colleagues and partners by increasing support, reducing obstacles, and facilitating engagement through our research centres and other entities.

# INTENSIFY DYNAMIC LEARNING

The University of Victoria will be Canada's leader in research-enriched and experiential learning. Our focus on teaching excellence and an exceptional student experience will ensure that UVic students are transformed by their time at UVic, and are equipped for personal success and to contribute effectively as alumni and global citizens.



OVER THE NEXT FIVE YEARS WE WILL:

## STRATEGY 3.1

Extend UVic's expertise and leadership in experiential learning so that every student has the opportunity to engage in, and be recognized for, research, work-integrated, community-engaged or other forms of experiential learning.

## STRATEGY 3.2

Ensure that across all programs, in and out of the classroom, students actively develop the skills, abilities and attributes that support academic and personal success, lifelong learning, leadership and social responsibility, as set out in the *University of Victoria Learning Outcomes*.

## STRATEGY 3.3

Foster teaching excellence and innovation by supporting and recognizing inspiring teachers who use evidence-based teaching practices to enhance student engagement and learning, including technology-integrated, interdisciplinary, experiential and other transformative learning experiences.

## STRATEGY 3.4

Design and continually update quality curricular and co-curricular programs that positively impact the student experience, foster wellness and resilience, and support the achievement of educational goals and timely graduation.

## STRATEGY 3.5

Develop and evolve high-quality academic programs that align with UVic strengths and directions; are responsive to student interest and social need; provide students with meaningful opportunities to engage with issues from diverse perspectives; and are financially sustainable.

# FOSTER RESPECT AND RECONCILIATION

The University of Victoria will be a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and advancing respect, reconciliation and mutual understanding.



## OVER THE NEXT FIVE YEARS WE WILL:

### STRATEGY 4.1

Implement and advance the applicable calls to action of the Truth and Reconciliation Commission and the goals of our own Indigenous Plan.

### STRATEGY 4.2

Develop new pathways for access to higher education for Indigenous students.

### STRATEGY 4.3

Increase the number and success of Indigenous students, faculty, staff and leaders at UVic by developing priority recruitment strategies across the university, along with programs to support success.

### STRATEGY 4.4

Implement transformative programs to provide a welcoming, inclusive campus environment for all, and include the entire university community in Indigenous-engaged learning to promote mutual understanding and respect.

### STRATEGY 4.5

Foster respectful partnerships with Indigenous communities, governments and organizations—developing and supporting educational and research programs that align community needs and priorities with UVic strengths and capabilities.

# PROMOTE SUSTAINABLE FUTURES

The University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff and alumni.



## OVER THE NEXT FIVE YEARS WE WILL:

### STRATEGY 5.1

Continue to build world-leading research and educational programs that contribute to sustainability on a global scale.

### STRATEGY 5.2

Review and renew our approach to sustainability in every domain (research, education, community engagement and campus operations) to move toward a comprehensive and integrated approach.

### STRATEGY 5.3

Renew and extend our commitment to campus development and operations that meet the highest standards of sustainability.

### STRATEGY 5.4

Ensure that students have opportunities to engage with issues, principles and practices that support social and environmental sustainability, and to develop the knowledge and ethical orientation to contribute to a just, socially responsible and sustainable future.

### STRATEGY 5.5

Ensure the financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning public support, attracting partnerships, and pursuing a revitalized program to grow and diversify resources through philanthropic and other means.

# ENGAGE LOCALLY AND GLOBALLY

The University of Victoria will be a preferred partner and a leader in local and global engagement. Working together for mutual benefit with community, private sector, government and other educational and research organizations, UVic will expand and inform its approach to engaged research, creative activity, learning and knowledge mobilization to foster connections and co-create positive change.



## OVER THE NEXT FIVE YEARS WE WILL:

### STRATEGY 6.1

Develop integrated and accessible structures and processes across the university to promote more effective interactions with local and global communities and partners.

### STRATEGY 6.2

Develop and support initiatives, including student mobility and research partnerships in priority countries and regions; experiential and community-based learning and research; intercultural curricula; and other programs to enhance local and global awareness and connections.

### STRATEGY 6.3

Improve community access to UVic and ensure we are a welcoming and culturally aware place for all community members and partners.

### STRATEGY 6.4

Develop and implement enhanced communications with our partners to establish more, deeper and longer-lasting connections, and to advance our profile and reputation.

### STRATEGY 6.5

Increase the engagement of our alumni, retirees, volunteers and partners who support our students, strengthen our connections with communities, engage in lifelong learning, and who are integral to a robust culture of philanthropy.

## IMPLEMENTATION AND ACTION

The Strategic Framework sets out priorities, goals and strategies for the University of Victoria over the next five years. Its realization depends upon engagement and commitment in every part of the university. It challenges all of us to think deeply and strategically about the plans and activities in our own areas, and our roles in translating the priorities and strategies into action.

The framework will provide guidance to staff and faculty in every academic and administrative area when undertaking planning activities over the coming years. It will inform the university's planning, budget, and reporting tools and will be used as a lens by UVic leaders at every level to assess opportunities and activities in their areas.

Planning at the university takes place both locally and centrally. The strategic priorities set out in this framework will be coordinated through the Integrated Planning Process to ensure a focused, cohesive and accountable approach to making progress toward each of our goals. An annual report will be provided to Senate, the Board and the university community.

Guided by the Strategic Framework, UVic will deliver on our commitments to our people, our partners and our local and global communities. Together we will ensure that we are the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.

