



UVic Strategic Planning Phase 3: External Engagement

Overview

In June through August 2022 Community & Government Relations (CGR) and Alumni and Development (A&D) partnered to engage external stakeholders in support of UVic's next strategic plan. Together, we asked for feedback on the four emerging themes, the impact UVic has on the community and the role they see UVic playing in the future.

In speaking with other alumni and former staff I think that there is a desire to shift away from the 'corporate feel' of the university and move towards a more intimate feel (that was there in the past). It's possible to have a world-class university with an intimate, more welcoming feel in every way.

- quote from the survey

The overwhelming response to our engagement strategy was positive. While not all feedback directly addressed the themes of the strategic plan, people were pleased to see UVic in community and reaching out in a direct and meaningful way. A common refrain was “keep going, UVic” suggesting we are on the right track. To better assess the interests and thoughts of external stakeholders, we developed a diverse suite of events and activities that were able to reach a range of external audiences including local residents, alumni, donors, industry partners, and all levels of government. These activities resulted in:



The report is organized in five sections:

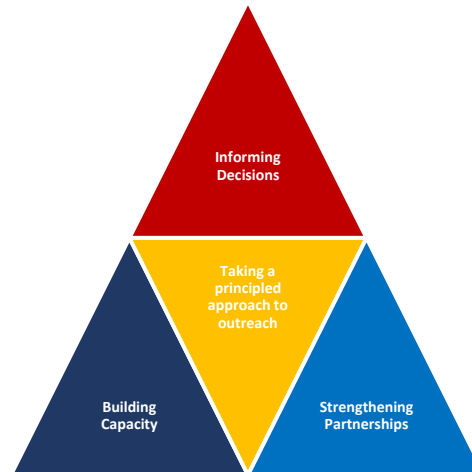
1. [Objectives & principles of engagement](#)
 2. [What we did](#)
 3. [What we heard \(broad cross-cutting themes\)](#)
 4. [Next Steps](#)
 5. [Appendices \(data & details\)](#)
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Objectives & principles of engagement

Engagement objectives

Engagement objectives for external audiences include:

- **Strengthening Partnerships:** Ensure UVic is engaging with external audiences to strengthen our existing relationships and potentially forge new partnerships where we have shared aspirations, goals and priorities.
- **Building Capacity:** Develop university and external community capacity to work together more effectively. Throughout, and at end of process, people feel they have contributed while also learning about UVic as an institution and the goals and aspirations of our communities. This could also be a means of opening channels for ongoing communication and collaboration.
- **Informing Decisions:** External audiences are provided opportunities to help inform the process of developing a new plan for UVic (stop short of commitment to informing decisions, but rather ensure opportunities to be heard).
- Ensure external engagement opportunities are **attractive, accessible and equitable** to a wide range of external audiences.
- **Data** from external engagement can be effectively analyzed and meaningfully inform the process.



Engagement principles

- **Accessibility** in how everyone can participate, providing flexibility through multiple modes of opportunity.
- **Transparency** in how the feedback will be used to inform the Strategic Plan and communicate where there is room for public influence.
- **Accountability** in transparently reporting back to our stakeholders on the process and what we heard.
- **Empathy** in how we facilitate engagement activities, encouraging participants to think beyond their individual interests and understand the implications of these decisions.
- **Equity** in engaging and empowering groups who have not typically been represented in decision-making processes
- **Continuity and shared understanding** in building on past engagement processes at UVic and bringing everyone along in the process
- **Flexibility** in student engagement, allowing for students to lead peer-to-peer engagement activities
- **Fun** in creating relevant, enjoyable and interesting processes.
- **Relevance:** Focusing partnership with community on ideas and innovation grounded in important issues, opportunities and applications to help solve real-world problems.

- **Reciprocity:** Providing mutual benefit to the university and its partner(s) and help realize shared goals.
- **Clarity:** Sharing a common understanding of expectations around objectives, roles, responsibilities, process and evaluation.
- **Fluidity:** Creating iterative, regularly reviewed and adjusted processes to reflect continuous change and improvement.

What we did

Community and Government Relations and Alumni and Development, in consultation with the President's Office, undertook a series of events and activities to inform and gather feedback from our external community. These activities resulted in:

- 1517 engagements over three months (June, July and August)
- Nine events/meetings with a total of 415 participants
- 1102 survey submissions

Event/Activity Matrix

Event/Activity	Type	Engagement Type	Stakeholder Group	# Attendees	Department Lead
Alumni Association AGM (June 1)	Meeting	Consult	Alumni	97	Alumni
Community Association Liaison Committee (CALC) Meeting (June 16)	Presentation	Consult	Local neighbours and community groups	8	CGR
Chamber Lunch (June 21)	Presentation	Consult	Business and Industry Partners	91	CGR
South Island Prosperity Partnership (SIPP) Dinner (June 22)	Dinner	Consult	Business and Industry Partners, Alumni	20	CGR
Regional Mayors Meeting (July 11)	Meeting	Consult	Municipal Government	13	CGR
Community Markets (July 13, 20, August 10)	Booth	Inform	Local neighbours and community groups	182	CGR
1-1: Kevin Hall & Laurel Collins & Blake Desjarlais	Meeting	Inform	Federal Government	2	CGR
Online Survey (June 16 – August 31)	Survey	Consult	Various	1102	A&D/CGR

What we heard - Highlights

External Engagement Survey – the largest amount of input came from the survey with 1102 respondents.

About the Survey

The purpose of the survey was to hear from people external to the UVic community about the university's strategic plan. The survey was designed to dive deeper into the four emerging themes for the university's strategic plan:

1. Truth, Respect and Reconciliation with Indigenous People
2. Healthy People and Planet
3. Innovation in Research, Teaching, and Community Engagement
4. Partnering with Communities to Make Positive Change

This survey was distributed and promoted through the following channels:

- Social media
- Email to alumni, community groups, business/industry partners
- Online presentations
- In-person events and meetings
- Postcards distributed at markets

Respondents were invited to enter to win an Apple Watch. The Apple Watch draw occurred on August 16. The survey will close on August 31.

Who We Heard From

Respondents were connected to UVic in a variety of ways with many wearing multiple hats, such as being both an alumnus and donor:

- Alumni (51%)
- Residents of Greater Victoria (14%)
- Donors (10%)
- Students (6%)
- Staff (5%)

Cross-Cutting Themes

In the survey, we asked what UVic could do to support each of the four emerging themes in the university's strategic plan. A few key ideas emerged that intersected with all the themes. These include:

1. An emphasis on climate action and sustainability on campus, in academic learning, and in the broader society
2. A priority to support students' access and success in their academic journey by ensuring they have the supports they need and that their education is affordable.
3. A desire for the university to connect with the community and to others on campus, building cultures of engagement and belonging.
4. An emphasis on more effective communication with the public about what the university is doing, from student learning and support to how it addresses important public problems.
5. A priority for the university to address the social and environmental issues of our times.
6. An emphasis that the university is doing well in current efforts and should keep momentum and energy in the directions it is headed.

Summary of Feedback on Strategic Plan Themes

For the theme [“Truth, Respect and Reconciliation with Indigenous People”](#) we heard the following suggestions:

- Decolonize the university through policies, practices and formal commitments
- Provide educational opportunities for learning more about Indigenous history, knowledge, culture and language
- Keep up the existing work related to this theme
- Provide on campus supports for Indigenous students and staff
- Celebrate Indigenous culture through art and programming

When asked how UVic can become a leader in [“Healthy People and Planet”](#), respondents suggested the following:

- Become a green campus that diverts waste, uses renewable energy, develops sustainable buildings, and promotes active transportation
- Create a connected campus that fosters a sense of belonging and community
- Provide more learning opportunities related to environmentalism
- Promote wellness and provide more access to health services
- Provide affordable and healthy food options

We asked participants [“how can UVic become a leader in Innovation including research, teaching and community engagement?”](#) Suggestions included:

- Support innovation in course delivery, programming and collaboration
- Engage with the broader community (alumni, schools, youth, businesses, First Nations)

- Provide more financial supports for students, staff and faculty
- Communicate UVic's innovation leadership through events, social media and online
- Support experiential learning and business partnerships

When asked what UVic can do to support the theme “[Partnering with communities to create positive change](#)”, we heard the following:

- Build relationships and collaboration with the community
- Open campus to the public
- Raise awareness of UVic through increased communications
- Be a leader in addressing social and environmental issues

When asked about how they would like to be engaged for future initiatives, respondents provided suggestions including:

- Host dialogue sessions (online and in person)
- Improve communication throughout an engagement process
- Continue sharing surveys
- Communicate using social media and email

Other Engagements – e.g. via meetings, events (SIPP dinner, Chamber) and outreach via markets were extremely successful from an engagement perspective however these audience were less specific in their comments about the strategic plan and tended to have more general thoughts and comments.

[Municipal Leaders/Mayors](#) - Key topics included student involvement in community (volunteers), research partnerships, housing as a major issues (cross cutting in all external engagement), and keen interest in initiatives such as CIFAL.

We have trouble doing anything BIG and GREAT in the CRD. We need UVic to help us create and seize opportunities”.

-quote from the Mayors' Roundtable

Beyond the survey, there was additional engagement with Alumni through a presentation and discussion at the [Alumni Association General Meeting](#). The full details of the discussion are outlined in the appendices but a few highlights include:

- Promote the university as a place of open-mindedness, integration and a place where you can think critically about what you know and develop new ways of knowing.
- Key is to build on our excellence (reference to health people and planet).
- Get UVic projects out in the community
- It can be difficult to attract people to UVic, high cost of living, how can we explore inviting people to campus to further UVic's reputation?
- UVic needs to partner with other individuals and organizations to assist, help and volunteer.

- Explore the synergy between partners.

In academics, UVic seems to be doing well. There is a lot going on, but the community does not really get a chance to see it. Events that bring the community on to the campus would give the university a chance to showcase what you are doing.

-quote from the survey

Business Leaders, Community organizations and regional partners

We held two events including a SIPP dinner and a luncheon at the Greater Victoria Chamber of Commerce. Both events were well attended and some clear themes emerged including:

- Housing – concerns about supply, affordability, how can UVic help and take a leadership role?
- Economic growth – UVic seen as significant economy builder, what more can we do together?
- Partnership and doing more with UVic. Get all of campus engaged and interested in working together with community and business.
- Openness – there is a desire to see campus as less remote and to see more of UVic in the community.

(UVic needs) partnerships and learning opportunities with community organizations, especially around wicked issues (housing, climate, overdoses, and health).

-quote from the survey

Community, neighbours, residents (CALC and UVic at community markets – June – August). We received great input from our Community Associations, a lot of the themes mimic others we heard about housing, openness, the value of our students in community, support for our efforts in reconciliation as well as supporting regional economic growth. Hosting a booth at local community markets was a new experience for UVic. The response to our presence was overwhelmingly positive. Much of what was shared was general and not specific to the strategic plan. We did ask them to reflect on two questions, “What does community mean to you?” and “How can UVic and the community work together?” Some ideas on community were used to create a word cloud. Other ideas for collaboration include:

- Better professional reaction to those with disabilities
- Engage non profits more
- More classes
- Mental health services
- Discounts on childcare camps for full time students
- Co-op
- More online classes



- *Seniors' classes*
- *Access to campus services*
- *Housing opportunities for students and student housing aids*
- *Events on campus*
- *Offer school field trips*
- *Mobile classroom*

The range of external engagement activities and the meetings, chat, conversations and survey responses indicate a high degree of interest in ***where UVic should go next***.

One thing UVic could articulate is how the (strategic) plan will affect me or my community, and why we should be engaged or take a stake in its development.

-quote from the survey

Next Steps

- This group will develop a strategy to follow up with survey respondents who requested they be contacted directly. This is an opportunity to strengthen our connections with the community and keep channels of communication and collaboration open.
- This group will offer thoughts based on these findings to the Strategic Plan Launch Committee regarding the release/launch of the strategic plan.

Appendix – The Details

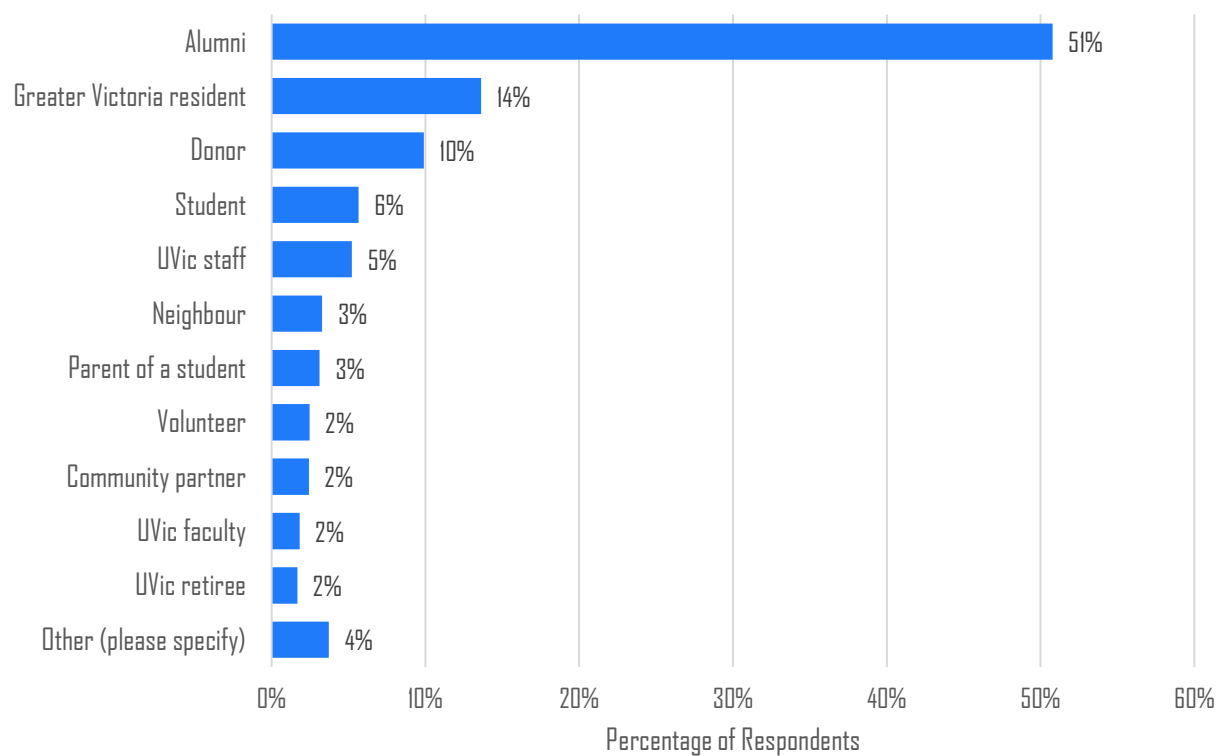
The following pages provided a detailed analysis of all external engagement activities.

External Survey

What we heard

Q1: How are you connected to UVic?

Survey respondents were asked to check all that apply.

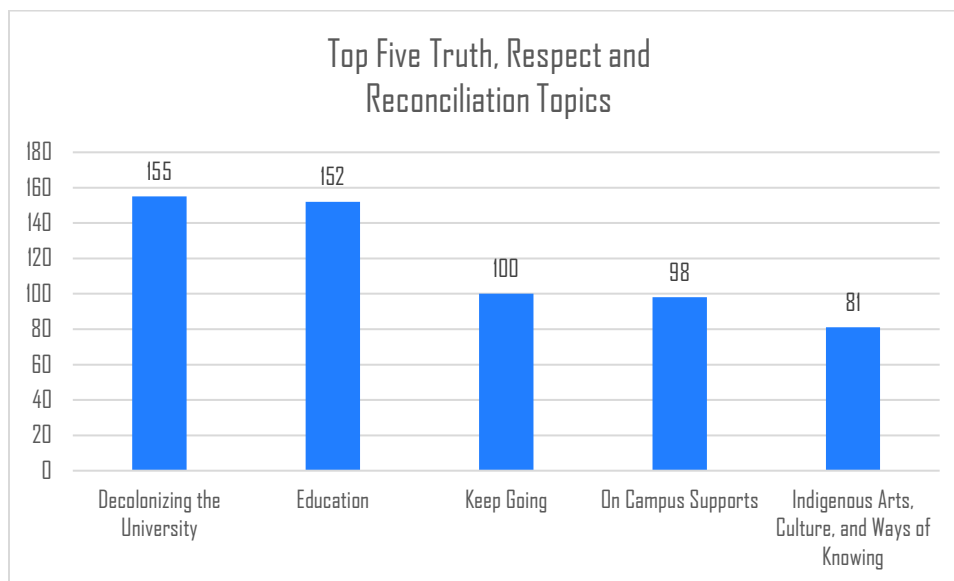


Respondents expressed a diversity of ways they are connected to UVic. Just over half of survey respondents (51%) were UVic alumni, while the other half (49%) included residents in the Greater Victoria region (14%), donors (10%), students (6%), staff (5%), and those with other connections such as volunteers, community partners, faculty, or retirees. Many alumni also identify as Victoria residents, donors, or were affiliated with UVic in additional ways. Among the alumni respondents, 23% also identified as Greater Victoria residents and 18% were donors. Some alumni were also UVic staff (7%), students (6%), parents of students (5%), neighbours (4%) volunteers (4%), UVic faculty (3%) and UVic retirees (3%).

Q2: From your perspective, what more could UVic do to support Truth, Respect and Reconciliation with Indigenous people?

Answered: 673 | Skipped: 427

Overall, respondents gave feedback in a few key areas about Truth, Respect, and Reconciliation with Indigenous people, including feedback around decolonizing the university, a desire for more education about Indigenous culture on campus, an interest in more on campus supports for Indigenous students, faculty, and staff, and a desire for more Indigenous culture like festivals and arts on campus. There was also a sentiment expressed by many respondents that the university was doing well in these efforts that that UVic should “keep going” in the direction it had already undertaken.



*Note: respondents may have contributed to multiple topics; the questions were open ended.

Top five topics

1. **Decolonizing the University** (155): Respondents expressed the need for ongoing practices and policies to decolonize university culture including land acknowledgements, changing building names, reviewing existing policies and practices that may be rooted in bias, returning artifacts, campus dialogues about Indigenous issues, committing to the TRC Calls to Action, and ensuring Indigenous participation in important community decisions. It was also stressed that efforts should not be tokenistic, but meaningful and reflect what local Nations, such as ləkʷəŋən, Songhees, Esquimalt, and W̱SÁNEĆ peoples, want.
2. **Education** (152): Respondents suggested the university consider establishing academic concentrations/majors and courses focused on Indigenous culture including language courses, first year seminars, and required general education courses for students. Suggestions also

included integrating Indigenous knowledge into all course material and providing interdisciplinary courses.

3. **Keep Going (100):** Some respondents expressed satisfaction with UVic's efforts, and suggestions to continue existing work related to truth, respect, and reconciliation with Indigenous people.
4. **On Campus Supports (98):** We heard a need for more on campus supports for Indigenous students and staff including scholarships, free tuition, support programs, and developing cultural competency on campus for students and staff to better understand Indigenous values and cultural norms.
5. **Indigenous Arts, Culture, and Ways of Knowing (81):** Respondents expressed a need for more Indigenous art and culture on campus. Respondents also commented on a need to infuse Indigenous ways of knowing and practices into campus spaces. Suggestions for increased arts and culture included hosting Indigenous celebrations such as powwows, music, literature, and showcase Indigenous art in a gallery and displays around campus. Ways to share Indigenous knowledge and practices include providing a platform and space for Indigenous peoples to share their perspectives, histories, and traditions.

Additional topics

- **External Engagement (64):** Respondents expressed desire for more outreach about Indigenous culture to alumni and the Greater Victoria community, such as businesses, K-12 schools, and government bodies. Suggested forms include outreach campaigns, more presence in Greater Victoria, and community learning opportunities. Additionally, respondents expressed that the University should be an advocate in the community to ensure that policies reflect Indigenous voices.
- **Leadership and Hiring (49):** We heard the university should put more Indigenous people in places of power such as administrative offices and hire more Indigenous staff. Respondents commented that local Nations should have more seats at the governors' table and be more involved in decision-making processes.
- **Respecting the Land (13):** We heard the need to learn from Indigenous practices to care for the natural environment, including naturalizing landscapes, restoring native plants, caring for plants and animals and being stewards of the land.

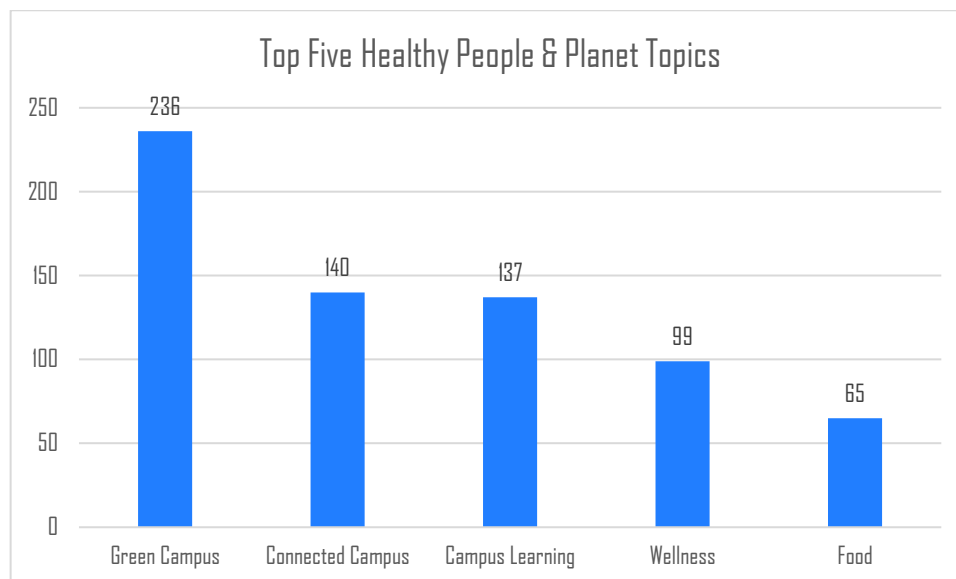
Quotes

- "Continue to be honest about Canada's post-colonial history and its many atrocities - contribute to the knowledge. Contribute to the knowledge of Indigenous: cultures, knowledge, practices, and politics pre-colonial contact."
- "When I was deeply involved with 'righting relationships' between aboriginal and non-aboriginal peoples in Canada - an elder reminded me we are all indigenous from somewhere. To me - actively acknowledging and researching that as individuals and families will help all of us embrace our respective Indigeneity to bring to the existential challenges currently confronting us - solutions."

Q3: What could UVic do to be a leader in promoting Healthy People & Planet? (e.g. climate change, sustainability and health)

Answered: 686 | Skipped: 414

Respondents identified a range of factors they felt would support healthy people and a healthy planet at the University of Victoria. A desire for a green campus was the leading priority, and respondents also identified an interest in more campus learning around sustainability both in and outside the classroom. There was also an emphasis placed on UVic strengthening connections within the campus community through communication and engagement. Respondents identified physical and mental wellness as well as access to healthy and affordable foods as other key priorities.



*Note: respondents may have contributed to multiple topics; the questions were open ended.

Top five topics

1. **Green Campus (236):** Respondents expressed desire for the university to lead by example with more sustainable practices, starting on campus. Suggestions included minimizing and diverting campus waste, installing solar panels, green roofs, electric charging stations, and using renewable energy sources. For new buildings and renovations, respondents emphasized being mindful of the waste produced and to look to green infrastructure options.

Environmentally friendly transportation was a key focus in the conversation about a green campus. Most respondents expressed an interest in better sustainable transportation options (public transportation and cycling infrastructure), while acknowledging the governmental collaboration needed to provide these services. There was a divide about free and paid parking options – it was recognized that to decrease emissions, single occupancy vehicle use should decrease; however, there was also acknowledgment that some cannot access other reliable modes of transportation to campus.

2. **Connected Campus** (140): We heard a desire for a more connected campus in terms of feeling a sense of belonging and community, on and off campus (virtually, around Greater Victoria). This would occur through effective communications, hosting community events, and collaboration with internal and external stakeholders. Community engagement events for the campus, like coffee houses, dialogues, festivals, and town halls, might contribute to a more connected culture.
3. **Campus Learning** (137): We heard that respondents would like more campus learning around environmentalism and research funding, including in the classroom such as courses, as well as outside of the classroom, such as sustainable projects and campus events related to environmentalism and healthy living. Many also emphasized the need for cross-collaboration between faculties and departments.
4. **Wellness** (99): Respondents placed emphasis on physical and medical wellness. Some respondents perceived a lack of reliable medical services on campus, particularly for mental health and general practitioners. There was also concern that access to wellness facilities, such as CARSA, is not affordable for all users. A common suggestion was for the university to lead by example by providing accessible and affordable options for food, facilities, and learning opportunities.
5. **Food** (65): Respondents prioritized healthy and accessible food. Some were concerned about food security and felt there was not enough healthy and accessible food options on and off campus. Respondents suggested the university provide more affordable and sustainable food options in the cafeteria and vending machines. Suggestions also included providing community gardens, water stations and learning opportunities to grow food and prepare healthy meals.

Additional topics

- **Divestment and Financial Priorities** (50): We heard concern about university investments in fossil fuel industries. Respondents suggested divesting from these industries, considering ESG portfolios. There was also an emphasis on focusing revenue on the UVic community, such as tuition fees, transportation subsidies, wellness subsidies, and green infrastructure.
- **Affordability** (34): Respondents were concerned with the cost of living in Greater Victoria, including housing, food, and transportation expenses. Some respondents suggested the university provide affordable housing for students, staff, and faculty, as well as put a cap to tuition and campus fees.
- **Local, Provincial, National, and International Actions** (34): Respondents indicated a desire for the university to take action beyond the UVic campus about climate change and health, at all scales. These include advocating for better transit services, taking care of natural habitats in BC, and participating in international initiatives.
- **Keep Going** (28): We heard satisfaction with UVic's current efforts, and suggestions to continue existing work related to building healthy people and planet.

Quotes

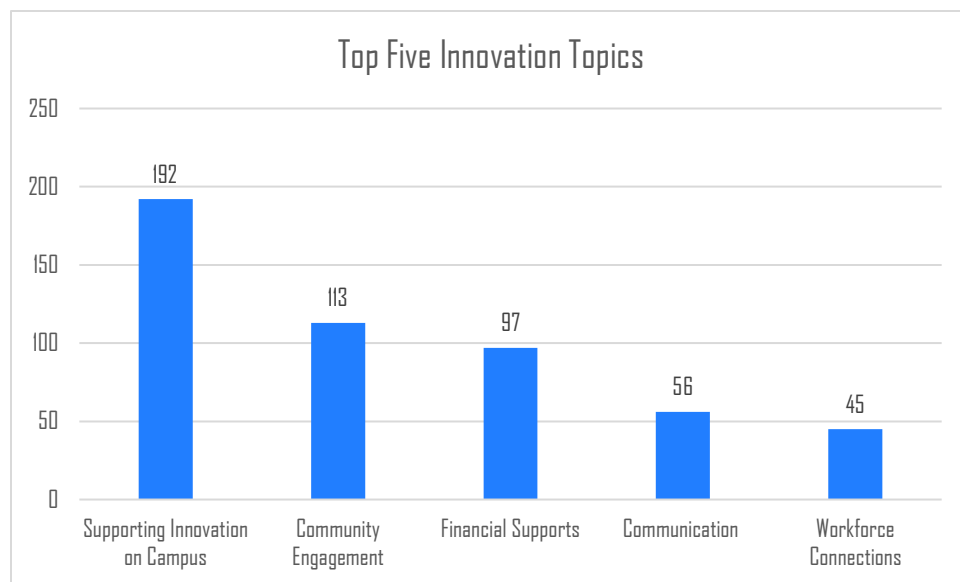
- "Be a good environmental steward in its own footprint but also ensure that sustainability is appropriately woven into all programs."
- "Less stick, more carrot. UVic punishes drivers with parking fees but does little to encourage cyclists/walkers/bussers."

- “Partnerships and learning opportunities with community organizations especially around wicked local issues (housing, climate, overdoses, health)”
- “Offer more sustainable transit options or make parking free on weekends or evening. This is ridiculous.”
- “Model the ideals - passive building standards for new buildings, make existing buildings as passive as possible, offer sustainable options (e.g., if not already done, ban single-use plastic items in all on-campus food services, offer reusable options and limit as much as possible compostable single-use items). Offer wide range of healthy food options; have on-campus local food/farmer's markets with options for residence students to get discounts (e.g. by having "market bucks" they can buy at a slight discount but the vendors receive full value.”

Q4: What could UVic do to be a leader in Innovation in our research, teaching and community engagement efforts?

Answered: 622 | Skipped: 478

Respondents expressed a range of interests related to innovation. The top priority was encouraging innovation on campus in both the content and delivery model of academic courses and degrees, as well as a commitment to research that is cutting edge and moves with the times. Other priorities included a desire for more innovation around how to connect the university with the local community and other partners like First Nations communities or the business sector. There was an interest in more innovation around keeping education affordable for students and for more creative alignment between the university and the workforce. Respondents also wanted to see the university publicize more of its innovation to the world.



*Note: respondents may have contributed to multiple topics; the questions were open ended.

Top five topics

1. **Supporting Innovation on Campus** (192): Respondents suggested more innovation in program curricula and course delivery, as well encouraging creativity through on-campus programming and cross-departmental collaboration. There was a desire to support innovative research that promotes new ways of thinking and tackles today's social and technical challenges. Comments also highlighted opportunities to improve campus buildings, and to use spaces on campus for social connection and housing.
2. **Community Engagement** (113): We heard UVic could lead in innovation by engaging with UVic alumni, and the broader Victoria community, including schools and youth groups, non-profit organizations, and local businesses, as well with local First Nations, and other universities. Ideas for engagement included hosting events, sponsoring public forums, partnering on community-identified research topics, and promoting opportunities for mentorship.
3. **Financial Supports** (97): Respondents expressed a desire to be innovative in how to keep education affordable for students, including scholarships and awards, affordable tuition, and living wages for student employment. We also heard suggestions to improve pay and professional development opportunities for professors. Respondents shared ideas for changes to the university's funding model, and for investing in innovative research across departments on campus.
4. **Communication** (56): Respondents identified opportunities to communicate UVic's leadership in innovation by way of public events, traditional and social media, and the school website. We heard ideas to promote student opportunities, including clubs, programming, teaching, and scholarships, as well as to celebrate innovative research, student successes, and grassroots initiatives.
5. **Workforce Connections** (45): We heard ideas for more experiential learning opportunities and supports as students transition to the workforce. Respondents suggested promoting co-operative programs, partnering with local businesses, and hosting student-industry mixer events.

Additional topics

- **Hiring Talent** (42): Respondents suggested hiring talented faculty and staff to contribute positively to campus, particularly professors with quality teaching and practical experience.
- **Green Campus** (41): Comments related to leading in environmental sustainability through research, university initiatives, and public education to promote climate action and conservation.
- **Keep Going** (3): We heard satisfaction with UVic's current efforts, and suggestions to continue existing work related to research, teaching, and community engagement.

Quotes

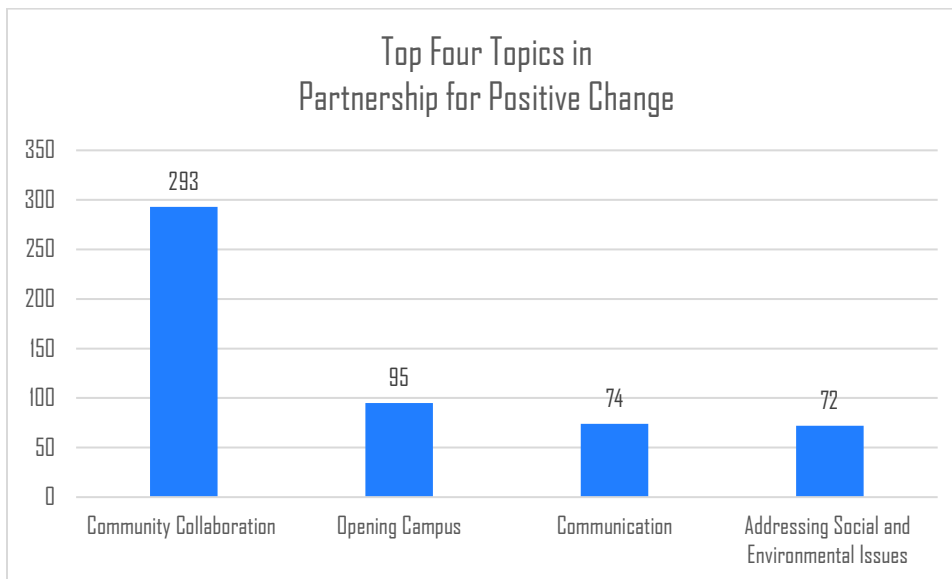
- "UVic should encourage more collaborations between departments. For instance, it would be great to see the History department collaborate with the Music and Dance department to create interdisciplinary projects."
- "I think you are already innovative. Maybe you could do more innovation in mental health for students and recognition of neuro-divergent students. Much of the articles and celebrations seem centered on neuro-typical student success."

- “In academics, UVic seems to be doing well. There is a lot going on, but the community does not really get a chance to see it. Events that bring the community on to the campus would give the University a chance to showcase what you are doing.”

Q5: How could UVic be a better partner with our communities to create positive change?

Answered: 610 | Skipped: 491

Survey respondents suggested many ways UVic could build partnerships to create positive change. Most often, respondents referenced collaborating with local community groups, businesses, and governments through research, funding, and experiential learning opportunities. There were also ideas to open campus to the public, both in hosting events and welcoming the use of amenities, as well as generally reducing barriers to higher education. Respondents identified opportunities to better communicate what is happening on campus, and for the university to address social and environmental issues, like climate change, mental health and wellbeing, and homelessness, among others.



*Note: respondents may have contributed to multiple topics; the questions were open ended.

Top four topics

1. **Community Collaboration (293):** Respondents emphasized how UVic should build relationships and collaboration with the community, including local high schools, businesses, non-profit and community organizations, alumni, health providers, as well as local, provincial and First Nation governments. Ideas for collaboration included building meaningful partnerships in research and projects, providing financial support for community initiatives, and increasing opportunities for students to participate in experiential learning, volunteering, and mentorship programs.
2. **Opening Campus (95):** Respondents shared ideas for inviting the public to campus and increasing accessibility of the university. We heard suggestions to host community events and tours, and to welcome and improve public use of amenities, including gyms, gardens,

studio space, parking, childcare, and more. We also heard UVic could reduce financial and accessibility barriers to courses for students and the wider public.

3. **Communication (74):** We heard UVic could increase the school's visibility and raise public and student awareness of what is happening on campus. Suggestions focused on sharing positive and accessible stories of faculty and student accomplishments, as well as course offerings, research findings, and access to amenities. Respondents shared ideas for communicating through traditional and social media, webinars, roundtables, newsletters, and the UVic website.
4. **Addressing Social and Environmental Issues (72):** Respondents shared ideas for UVic to address local and big picture social and environmental issues. We heard suggestions for research and project to address climate change and emergency preparedness, environmental protection and conservation, changes following COVID-19, as well as aging, mental health, and wellbeing. We also heard UVic could support local organizations in solutions towards homelessness, public health, Indigenous supports, and sustainability. Some comments suggested UVic could also integrate equity, diversity, and climate action into its governance decisions.

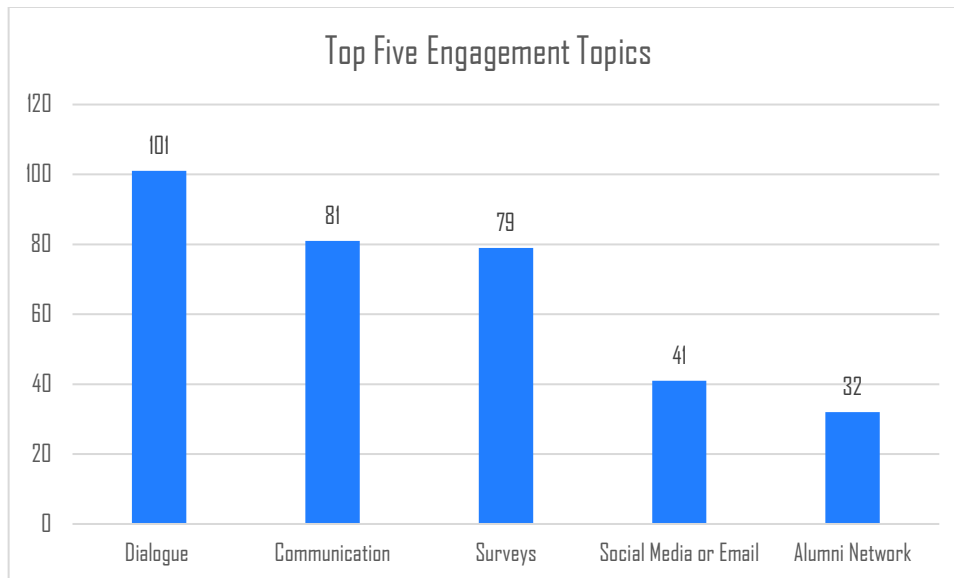
Quotes

- “Apprenticeships, volunteer job experience for credit, focus on environmental and sustainable industries and activities, provide research support for local companies.”
- “Communication. Share learnings, questions, problems, and potential solutions in accessible ways that appeal to the layperson.”
- “Open the doors again to the public for engaging lectures, tours, participatory celebrations, and ceremonies. Hold Indigenous cultural events for the public. Show by example how to operate sustainably with zero waste.”
- “Look for ways to support the local agencies addressing social issues such as homelessness and the opiate crisis.”

Q6: Do you have any ideas on how UVic could further engage with you in creating a new strategic plan?

Answered: 490 | Skipped: 610

Respondents shared a preference to engage through dialogue sessions, both online and in person. We also heard ideas to improve communication throughout the strategic planning and engagement process. Respondents indicated a preference to engage through surveys, as well through social media, email, and the alumni network.



*Note: respondents may have contributed to multiple topics; the questions were open ended.

Top five topics

1. **Dialogue** (101): Respondents suggested hosting online and in person engagement opportunities to bring together a variety of perspectives within the UVic and wider community. Ideas included groups, learning circles, panel discussions, stakeholder workshops, advisory groups, open houses, town halls, and meetings.
2. **Communication** (81): We heard that clear, accessible communication throughout the strategic planning process is key to building trust and soliciting diverse feedback. Respondents suggested UVic could continue to promote opportunities to participate, more fully communicate the planning process and purpose, as well as report out on engagement findings, and share draft plan content for feedback.
3. **Surveys** (79): Respondents shared preference for surveys and polls as they allow opportunity to reach community members off campus, answer directed questions, and rank ideas.
4. **Social Media or Email** (41): There were ideas for UVic to further engage through social media and email.
5. **Alumni Network** (32): Comments suggested engaging through the alumni network, including email, associations, and publications.

Quotes

- “I would be pleased to attend a workshop or engagement activity.”
- “One thing UVic could articulate is how this plan will affect me or my community, and why we should be engaged or take a stake in its development.”
- “It would be good to circulate a draft plan highlighting the new directions for input.”
- “Keep reaching out to alumni through all social media. I saw this survey through a LinkedIn post.”

Q7 Are we missing anything? Do you have any other ideas or feedback?

Answered: 423 | Skipped: 677

To understand what we may have missed in the survey questions and to allow survey respondents share other thoughts they had on their mind, we provided space for sharing thoughts not captured in the previous questions. Three common topics were interest about the strategic plan engagement process, hopes respondents have for the future of the University, and ideas on how to get the wider UVic community involved. Quotes below were identified in relation to these themes.

Quotes

Process

- “I think UVic is doing a great job communicating about the strategic planning process and in engaging stakeholders”
- “Your questions are not ones that can be responded to in 3-5 minutes. They need a lot of thought. Perhaps in the future, they can be listed on the first page so that respondents can think about them before starting the survey?”

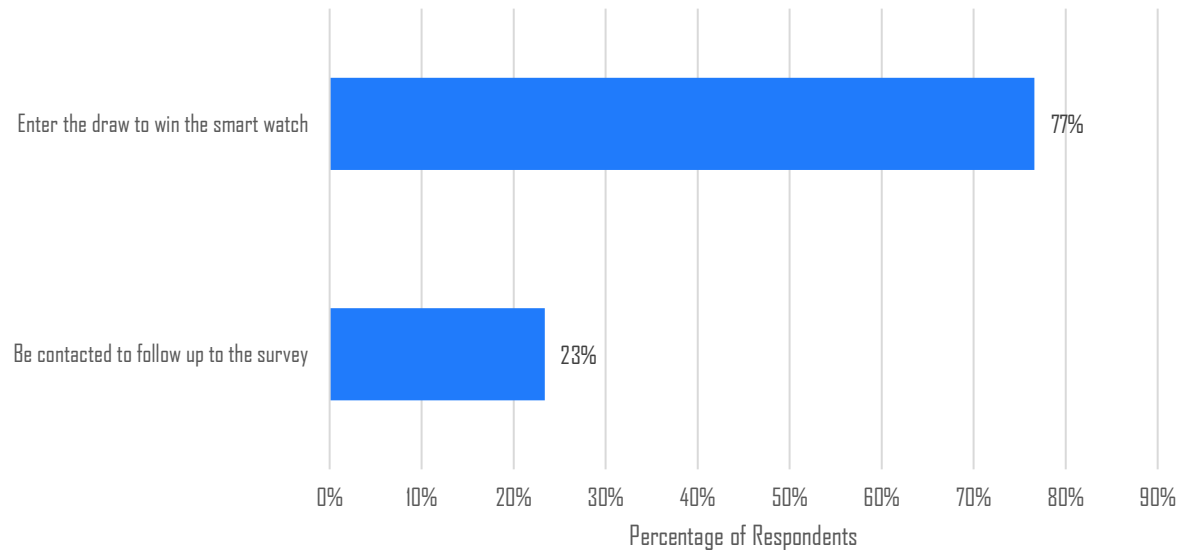
Hopes

- “I haven't been aware of what is being taught I just ask that you keep all educational endeavors relevant and useful for all students once they graduate.”
- “I really want to emphasize two points that I think would be helpful to the university: (1) provide more online degrees at undergraduate and graduate levels, and (2) invest in non-STEM programs, stop neglecting them”
- “I think we are in difficult toxic times. It is important that UVic does not lose focus on being evidence based, compassionate and wise - not falling prey to right wing or left wing (woke) ideologies.”
- “Access to universities has become more and more about finances, and less about proven scholarship and work ethics. It has gotten to the point that only those poor enough to qualify for grants, or rich enough to pay outright can afford university. Return to a platform where access is to a university is limited, and free, for those students that have proven through their own work that are qualified to attend. Stop offering opportunities only to those with financial qualifications.”

Community

- “In speaking with other alumni and former staff I think that there is a desire to shift away from the 'corporate feel' of the university and move towards a more intimate feel (that was there in the past). It's possible to have a world-class university with an intimate, more welcoming feel in every way.”
- “Bring on a Chief Entrepreneur on par with your president.”
- “I am a retired teacher and believe that Uvic should get involved with elementary schools in all districts.”

Q8: I would like to: (please check all that apply)



Other Activities – in detail

Community Association Liaison Committee (CALC) Meeting

Date: June 16, 2022 | Attendees: 8 CALC members

Chris Horbachewski, VPER, presented the strategic plan emerging themes to the Community Association Liaisons Committee, which meets every three months. There were eight CALC members in attendance with representatives from each of the neighbouring community associations. Chris provided an overview of the process and explained each of the four themes and asked for the CALC members' input and feedback. The CALC members were also given the survey link to share with their wider community associations.

There was general consensus that the emerging themes were reflective of the community's priorities and that the university has a key role to play in the economic and social development of the region.

Key Topics/Feedback/Observations

- Housing
 - lack of availability and affordability
 - UVic's role in building housing for students on campus as well as supporting the development of housing in the local communities, although there was no consensus on the type of housing required in the surrounding areas.
- Openness
 - need for UVic to be more open to the wider community
 - need to share opportunities for the public to engage)
 - appreciation for community programs (i.e. Speakers Bureau).
- Value of students in community
 - how to get students involved in the wider community (through volunteer work, connections with community organizations and local government).
- Support community in reconciliation efforts
 - strong support for the Indigenization theme in general
 - request for UVic to support local communities' understanding of the territory and assist their reconciliation efforts through our on-campus expertise and connections.
- Economic Growth
 - discussion around the importance of the university supporting economic growth in the region through research and innovation.

Where will UVic go next? Chamber of Commerce Event

Date: June 20, 2022 | Attendees: 91 industry and community members

UVic co-hosted a lunch with the Greater Victoria Chamber of Commerce to launch the university's economic impact report and to seek feedback from the participants on the strategic plan. Almost 100 business and community leaders attended the lunch. Kevin Hall presented the background on the strategic plan and shared the emerging themes.

Key Topics/Feedback

- Housing
 - Concern about housing supply and affordability in the region
 - Consensus that UVic has a significant role to play in both helping to increase the supply of housing and in putting its research might behind the issue to help solve some serious problems
- Economic Growth
 - UVic's as an economic driver
 - focused on our role in educating students, leading research in applied areas and in attracting thought leaders as both faculty and staff
- UVic has a role in addressing societal problems
 - Transportation to/from the university
 - Toxic drug supply
 - Climate crisis
- Openness
 - Desire to see UVic more in community
 - Campus to feel less removed/remote
- Partnership
 - Bridge building and connections are needed
 - UVic participating in more community organizations and initiatives – not necessarily creating its own.

UVIC/South Island Prosperity Partnership (SIPP) Dinner

Date: June 21, 2022 | Attendees: 20 people - community organizations, donors, alumni and government partners

UVic and South Islands Prosperity Partnership (SIPP) co-hosted a small informal dinner for 20 individuals representing community organizations, government partners, donors and alumni. The majority of invited guests attended, which signalled that there was a high degree of interest in engaging with UVic.

Key Topics/Feedback/Observations

- Openness
 - Guests were very happy that UVic came to them – I cannot recall Ron Rice's exact words but something like "... in the 15 years of working with UVic, this is first time UVic has come to my community."
 - They welcomed the outreach and engagement including UVic taking the meeting downtown.
- Diversity
 - great diversity in the room – which points to how many amazing partners we have but also to the complexity of stakeholder engagement with some many individuals and groups with differing capabilities, interests and needs.
 - Interesting mix of people.
- Partnership
 - There was a strong interest in doing more with UVic and seeing more of UVic.

- Kevin's outreach and engagement in community is having an impact and there is a sense of things are changing at UVic and there is greater willingness to do more, act different and try new things. This came across as a welcome message.
- It is important for UVic to manage the delivering on the expectations and promises that are created by preparing a strategic plan.
- A priority should be finding faculty members who buy into the outreach approach and are prepared to shape their research and teaching to support the strategic plan.
- Leadership
 - The complexity of the stakeholders led one person to feedback that they did not envy the change management and task at hand. And that this is where the leadership – Kevin in particular, would need the most support.
 - Discussed the definition of leadership and how different leaders must play different roles, what are common threads of leadership, and what are unique to the types of organization you work in

Alumni Association General Meeting

Date: June 1 / Attendees: 97 - Alumni, Alumni Relations staff and Alumni Association board members

During the Alumni Association's Annual General Meeting attendees were introduced to the emerging themes of the strategic plan. Groups were sent into breakout rooms to discuss the four themes.

Key Topics/Feedback/Observations

Truth, Respect and Reconciliation

- Looks like a well-intentioned strategy, but if we want to really move forward with these sorts of goals, we need to accept that racism is systemic and embedded in institution (ties into healthy people theme)
- Action idea to review policies, guidelines and bylaws and ask if we are set up for success or if these systems just perpetuate the inequality and lack of diversity.
- Need to make changes to our systems (example given of ethics review board and creating culturally safe practices).
- Indigenous education happens in some faculties, while others may not get the same learning opportunities; across academic areas, need to embrace different ways of thinking and knowing, acknowledging when students are here that we are all connected and interdependent.
- How do we support indigenous-led companies across campus?
- Are there ways the university could take a stand for what's right or wrong, for example release statements supporting rights of protestors protecting Indigenous lands, etc.
- Learn from history, not penalize our future based on the past.
- Promote university as a place of open-mindedness, integration, and a place where you can think critically about what you know and develop new ways of knowing.

Healthy People & Planet

- We need to be teaching for the future, not the past. Understand what the disruptive things are and follow them. Finding ways to teach on jobs that likely don't exist yet as the technology might not be there yet.
- Budget system currently poses issues, doesn't lend itself to new development and initiatives... innovation needs to happen in our core processes.
- How we operate as a university connects and interacts with this strategy, making sure these priorities are in the core of our operations.
- Can be a barrier or an enabler... barriers need to be addressed; enablers need to be explored.
- Truly live the strategic plan, otherwise it stays a plan on a shelf and in a document.
- Every organization has super stars, they need to be encouraged... needs to be enhanced... they create reputation and networks... tap into those.
- Key is to build on our excellence.
- Looking at UN sustainable development goals, and how do we align our programs and initiatives with those? (Proud to have seen UVic's most recent rankings)
- Two biggest factors of environmental sustainability are science and engineering. UVic hasn't been doing outreach to engineering societies, one alum in our group is a part of one, but if they were tapped into, those societies would love to help advise, brainstorm, and help move these goals forward.
 - Go to the technical associations in terms of science and engineering.
- Have an international presence so we can draw the best academics and leaders of the world to support our strategy.
- In general, having more of a local presence on Vancouver Island, specifically downtown presence, West Shore, get out into the communities our alumni are in... UBC and SFU are doing those things already.
- One idea... how well does the UVAA know the skillsets of our alumni... we could survey alumni and ask "would you be willing to present on the upcoming strategic plan" this way we could tap into their networks, personal and professional.
- Our alumni have thousands of personal and professional connections: technical societies, non-profit organizations, entrepreneurs, etc.
 - Find the points of synergy... many local alumni work for the government, we have so much to offer by way of knowledge, cutting edge knowledge and sustainability. Partner where we can with these organizations that have substantial say and impact.
- Get UVic's projects out into the community. We are leading by example... new student housing = more housing on campus, addressing housing crisis, and the way it's being done with passive sustainability. How to do feed that energy back into greater Victoria and what we see happening downtown and in our communities? We would like to see that sustainability in new construction projects happening locally and in our community.

Innovation In All That We Do

- UVic has been pretty progressive and innovative, having in-person ceremonies around truth and reconciliation. Having indigenous elders present in the change, and part of the process is the most important and innovative thing, that not many universities are doing. Are there more ways the public can participate in this ceremonies/initiation?
- Enhancing our medical school, nursing school opportunities.

- More virtual learning opportunities for public, incorporate more innovation practices on virtual platforms, helps reach those in remote communities as well.
- Create opportunities for connection in remote communities – partnership programs, educational funding opportunities.
- Using people and resources we have on campus already.
- It can be difficult to attract people to UVic, high cost of living, living standards hard to bring – how can we explore inviting people to campus to further UVic’s reputation? Work towards living/residential grants.
- Recent grads had an atypical UVic experience (2020-2021 students), they will have more of an adjustment to in-person activities, amp up being able to connect with new grads especially – create networks around young alumni that focus on the 4 strategic themes, small focus groups.

Partnering for Positive Change

- Connecting with our current and potential partners, have conversations, learn more about their requirements and needs.
- “Build back better” after the last two years.
- UVic needs to partner with other individuals and organizations to assist, help, and volunteer.
- All the topics are huge, broad, and it takes time to understand and interpret the themes. Initially not sure of the objectives or intent of the goals.
- Sometimes there can be a disconnect between academic and practical. Perceived elitism of post-secondary. There is also a disconnect between practical and relevance of university in the community.
- Opportunity to put this into a more practical learning or teaching platform.
- Co-op program and engaging with students for volunteerism opportunity. These are areas where alumni can help.
- Positive change – a bit of a loaded term. Need to be careful around this as the perception of positive change does change over time.
- Strategic partnership – look at the quality of the partnership itself rather than examining every small detail. What purpose does the partnership fulfill? Quality partnership should bring us quality purpose.
- Explore the synergy between the partners.

Mayors Roundtable

Date: July 11, 2022 | Attendees: Nine local Mayors

Kevin Hall participated in a Mayors Roundtable meeting with nine of the 13 regional mayors from: Victoria, Saanich, Oak Bay, North Saanich, Metchosin, Highlands, Colwood, Esquimalt, View Royal. Kevin presented on the background of the strategic planning process and shared the emerging themes. He asked the mayors to consider three questions:

1. What do you see as UVic’s role in the community?
2. What are the main issues that will affect our community in the next five years?
3. How can the municipalities and UVic work together?

Key Topics/Feedback/Observations

The discussion was wide ranging but touched on several issues including:

- CIFAL and how it might be used as a boost to tourism in the region/SDG tourism
- Volunteerism in the community – and how to make the students living on campus “more visible”
 - Idea of offering microcredit for volunteerism/incentive of some kind
- Municipalities could be used for university research projects
- Housing was a major issue and the opportunity the university’s outlying lands present to help with solutions
 - All agreed a push was necessary to encourage the province to allow the university to develop more housing projects
- Get students enthusiastic about politics and governance

Some quotes from the session included:

- “I feel like you are WAY out there. We need to see more of you in our communities.”
- “We are not as connected to UVic as we would like to be.”
- “We have trouble doing anything BIG and GREAT in the CRD. We need UVic to help us seize and create opportunities.”

Community Markets

Dates: July 13, July 20, August 10 | Attendees: 182

Community and Government Relations hosted three booths at local community markets - Oak Bay Night Market and Oaklands Night Market. The markets created a space for folks to contribute or obtain information at their own convenience and provided a forum for understanding people’s concerns and discussing issues.

At the booths we provided information about the emerging themes, postcards with the QR code to the survey, gave away UVic swag and provided general information about UVic.

Key Topics/Feedback/Observations

The main topic of conversation at the markets were:

- Concern re: cost of living and the increasing parking fees for students (this was from a senior in the community, not a student!)
- Parents excited about kids starting at UVic in the fall
- Inquiries about sports scholarships
- Vikes camps
- Suggestion to host courses at community centres

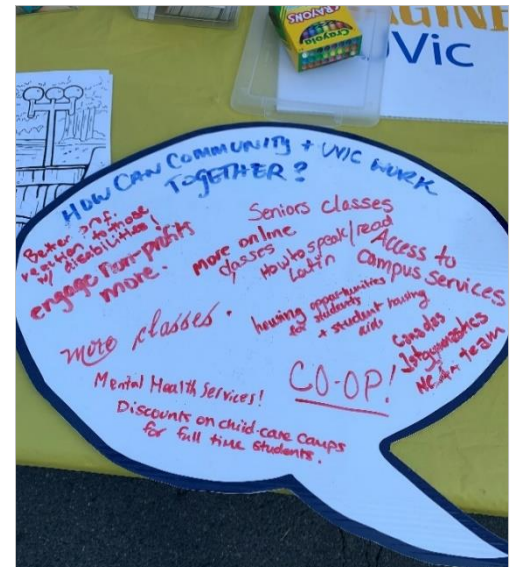


- Suggestion to have a mobile unit for education – could use for fine arts, writing workshops, etc.
- Increase funding for theatre program (this from a theatre alumni)
- Questions about hiring of sessional/continuing studies instructors
- Inquiry about programs (i.e. Masters of Public Health, Master of Fine Arts)
- Bring back the outdoor pool!
- Idea of having a UVic kids' scavenger hunt
- Housing
- Access to health care
- Love Cinecenta
- Great to see UVic at the market
- Community members access to library
- Better on campus wayfinding
- Better directions in event promotion
- Senior classes better – advertise better
- Access to Finnerty Gardens

Visitors to the booth were also invited to share reflections on two questions:

1. What does community mean to you? (See word cloud)
2. How can community and UVic work together?

- Better prof. reaction to those with disabilities
- Engage non profits more
- More classes
- Mental health services
- Discounts on childcare camps for full time students
- Co-op
- More online classes
- Seniors' classes
- Access to campus services
- Housing opportunities for students and student housing aids
- Events on campus
- Offer school field trips
- Mobile classroom



Report prepared by External Engagement Committee: Jennifer Vornbrock (CGR), Brita Harrison Brooke (CGR), Morgan Slavkin (CGR), Tamsin Kaneen (PRES), Sarah Tarnopolsky (A&D), Quixada Moore-Vissing and Jean Roe (MODUS) – August 2022.