

CONTEXT FOR THIS DRAFT PLAN

After a year of engagement and listening, we are excited to be sharing the draft vision, pledge, principles and priorities that will make up UVic's next strategic plan.

This draft plan builds on our strong foundation in teaching, research and creative works, student support, service excellence and outreach. These are the fundamentals of who we are as a university and embedded in everything we do at UVic.

In UVic's draft strategic plan we provide a set of guiding principles and focus on four priority areas that make UVic distinct among post-secondary institutions. It responds to community needs and highlights the ways that we can make an impact.

This plan was developed from the input of thousands of staff, students, faculty, alumni, donors, community members, and external leaders — from surveys, discussions, townhalls and multiple engagement opportunities on and off campus. We hope that you see yourselves and your ideas, concerns, strengths and potential reflected here.

The plan won't capture everything that makes up our strategy at UVic, its goal is to inspire you and your work. From individual actions to institution-wide initiatives, we are each responsible for bringing the strategic plan to life.

Feedback

After you've spent some time with this draft, we invite you to share your reflections through our survey (closing January 27). We want to know if it resonates with you and reflects the priorities and values of the university, if it finds a balance between concrete short-term change and ambitious long-term transformation, and whether the plan is clear enough to guide us to a new level of impact, success and recognition. And of course, anything else that you'd like to share!

[Feedback Survey](#)

OUR VISION, PLEDGE & PRINCIPLES

As critical parts of our strategic plan, the vision, pledge and guiding principles underpin our approach and priorities as a community and a university. They will guide our decision-making in the coming years.

Our **vision** gives us a sense of identity and describes UVic's direction, what we want to be known for, and the impact we want to have.

As we worked through articulating the principles that uphold this vision, one emerged with enough significance to become our **pledge**. It's our non-negotiable commitment to participating in the restoration of Indigenous rights. It is fundamental to what we stand for and a critical starting place for work that upholds equity and justice for all marginalized people. Meeting this commitment to Indigenous rights is an essential step in creating the conditions in which everyone feels a sense of belonging: as connected and respected parts of the university community.

And finally, our **principles** reflect our identity and character, guiding how we function as an organization.

Our Vision

Inspired by and honouring place, we are a community-minded, globally engaged university where students, staff, faculty, alumni, donors and our partners transform ideas into meaningful impact.

Our Pledge

We pledge to hold ourselves accountable to ʔetal nəwəl | ÁTOL,NEUEL | showing respect for the rights of one another and all things¹ — and for upholding the rights of Indigenous Peoples.

Our Principles

- **Operating with excellence.** We pursue excellence in the way we teach, do research, engage with the community, and in the way we operate.
- **Contributing to change.** We make meaningful, useful contributions to social, cultural, economic and environmental progress.
- **Upholding Indigenous ways of knowing.** We embrace and continuously promote Indigenous ways of knowing and being, with good hearts and minds.
- **Including everyone around the table.** We cultivate a campus community that is inclusive, equitable and supportive. It's a place where each person feels like they belong.
- **Making room for risk-taking.** We nurture a culture that fosters trust, respect and accountability, where wonder and risk-taking are valued and encouraged.
- **Honouring lifelong learning.** We support students through their lifelong educational journey, setting them up with the skills and practices to reach their aspirations.
- **Lifting each other up.** We commit to helping people succeed in their endeavours, because we know that purpose and fulfillment are foundational to the fullest expression of human well-being.
- **Adding value when we join others.** We work to ensure our engagement with every partner is respectful, relevant and responsive through thoughtful dialogue and shared goals.

¹ Throughout this draft plan, names and teachings are provided in Iəkʷəŋən (Songhees & Esquimalt Peoples) | SENĆOŦEN (W̱SÁNEĆ Peoples) | English

FOUR STRATEGIC PRIORITIES

ʔetal nəwəl | ÁTOL,NEUEL

Showing respect for the rights of one another and all things

ʔetal nəwəl | ÁTOL,NEUEL reinforces UVic's commitment to implement core local, national and international responsibilities and calls to action which support the rights and sovereignties of Indigenous Peoples — for example, UNDRIP, DRIPA, the MMIWG Report, the TRC Calls to Action, and In Plain Sight².

More importantly, ʔetal nəwəl | ÁTOL,NEUEL moves beyond individual and collective rights and focuses on how we are to be with one another. How we are to be with the land and waters. How we are to be with all living beings — working with respect for the rights of each other, showing respect for one another, and being in right relationship with all things.

We are centring the languages and teachings of the local Nations and calling on all members of the UVic community to learn about, understand and respect their relationship with the traditional laws, protocols and peoples of these lands and waters. By respecting the local Nations and honouring the teachings we each carry with us, we will centre Indigenous ways of knowing and being in teaching, learning, researching, service and wellness.

Our aspirations and intentions for this five-year journey:

- **Share**, across the whole UVic community, in the work of creating an environment that supports Indigenous students, staff and faculty, supported by accountable practices and policies.
- **Ensure** the sustainability of all new and existing Indigenous programs and services.
- **Honour** the aspirations, laws and sovereignties of local Nations through continued partnerships and relationship-building.
- **Take responsibility** for ensuring institutional structures and systems are accountable to the spirit of ʔetal nəwəl | ÁTOL,NEUEL and informed by ĆELĀNEN (our birthright and teachings).

² United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP); BC Declaration on the Rights of Indigenous Peoples Act (DRIPA); Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG Report); Truth and Reconciliation Commission of Canada Calls to Action (TRC Calls to Action); In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care (In Plain Sight)

People, Place and Planet

sʔeəłenxʷ | S,ÁEŁANŪ | When things are in harmony

Our current social and environmental context makes clear the urgent need to solve the issues threatening the well-being of Earth and all beings living here. All life is interconnected, with individual and community choices having far-reaching impacts. Healthy communities depend on responsible stewardship.

UVic is a living lab, supporting and empowering people to exist more sustainably and improving the well-being of communities and our planet. By understanding this interconnectivity of life and the importance of diversity, community and genuine belonging, we discover how to do and be in transformative, respectful and thoughtful ways.

We advance local and global issues like climate action and sustainability, social justice and equity, and health and wellness. Together, we're collaborating toward healthier and more resilient futures that uphold the well-being of our region and of all life on our planet.

Our aspirations and intentions for this five-year journey:

- **Elevate** UVic as a recognized world leader in healthy, sustainable systems that communities, organizations and governments turn to first for innovative strategies and solutions to our global crises and evolving world.
- **Inspire and activate** people to thrive in a changing world by tackling local and global challenges through critical thought and perseverance.
- **Include and support** diverse and talented students, staff and faculty who want to make a difference in communities and have a positive impact on people, place and planet.
- **Address** systemic barriers to equity and inclusion and progressively integrate our guiding principles throughout all decisions, processes and outcomes, transforming practices within UVic.

Cultivating a Culture of Change & Transformation

xəʃiŋəʔ nəwəl | XEĆINEĒNEUEĒL | **Actively planning and problem solving**

We aspire to a culture of courage, trust, curiosity and flexibility to advance our quest to solve big problems and to create powerful, positive change.

New ideas can change everything. Cultivating change means having the courage to take risks, to seize new ideas, to try old things in new ways and to embrace every experience as an opportunity to learn.

Evolving our culture of innovation — the courage to face change and make the most of the opportunities it presents — becomes possible with trust across disciplines and areas of expertise. To get there, we start with people. We're taking responsibility to support all people in our community, creating space for everyone to reach their full potential.

Our aspirations and intentions for this five-year journey:

- **Contribute** solutions to society's pressing challenges through interdepartmental, community-engaged and Indigenous-led research, knowledge exchange, and integrated and experiential learning programs.
- **Create** a culture of trust, respect and collaboration that will attract and support curious, courageous people who are driven to engage, solve, teach and learn.
- **Embrace** risk-taking in the pursuit of knowledge, creativity and impact for all university activities.
- **Foster** adaptable, creative policies, governance and uses of space and resources to grow transformative ideas, partnerships, education and communities of practice.

