UVIC

Phase 2 Engagement Summary

University of Victoria, Strategic Plan Phase 2

FINAL REPORT
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May 19, 2022

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Executive Summary

The University of Victoria is updating its strategic plan. It will highlight where we want UVic to be in 30 years and establish an initial 5-year action plan for achieving our vision.
The new strategic plan will offer high-level commitments based on our community's shared goals and values and specific directions for how we will get there together. The strategy will set our university on a successful path.

During the campus-wide phase of engagement, we asked our campus community to "Imagine the Possibilities" and explore what is most important to students, staff, and faculty. This report summarizes what we heard from all activities between February and April 2022.

What We Did
We engaged the following ways:
- 6 town halls for staff and faculty, with 493 participants
- 4 meetings with Indigenous students, staff and faculty attended by approximately 250 participants
- 13 Faculty/Division Council meetings, with 664 attendees
- One online and physical survey, with 820 responses
- 325 ideas, comments, and votes shared on our online ideas board
- 2 group discussions (staff and student led), with 14 participants
- 9 pop-up booths, with over 1,000 visits
- 2 Executive Council retreats
- Multiple meetings with governance bodies including the Board of Governors and Senate

What We Asked
Many of the engagement activities asked members of our campus community to reflect on the following:
- *Our future world*: Looking ahead 25-30 years, what will be the major contributing factors that characterize our world?
- *Future success*: Given the characteristics shared in that future world you described, what will universities need to do to be successful?
- *Achieving success*: For UVic to be among these successful universities of the future, what would we need to do over the next 5 years?

- *Guiding Core Values:* As we develop and implement different initiatives over the next 5 years as part of our strategic plan, identify core values by which UVic should be guided.
- *Reputation:* Ultimately, what should UVic be known for on a national and global scale?

What We Heard

We have heard the following topics are most important to the UVic campus community:

- **Campus Experience.** Cultivating a campus of care that provides needed supports and services and creates a vibrant campus culture. This includes fostering collaboration and connection, housing affordability and financial supports. It also includes access to mental health services and valuing the student voice.
- **Diversity, Equity, Inclusion.** A desire for priority around creating values and actions specifically related to diversity, equity, and inclusion. This includes accessibility and values such as transparency, accountability, and integrity.
- **Indigenous Rights.** Commit to decolonizing practices and reconciliation, and support Indigenous community members.
- **Research and Educational Excellence.** UVic is an institution that continues to focus on educational excellence both in learning opportunities and research.
- **Climate Action.** Leading the way in climate action and sustainability, including renewable energy, waste reduction and carbon neutrality.
- **Societal Issues in a Changing World.** Adapting to our changing world with regards to global upset, threats to democracy and technological advancement.

Engagement Snapshot

493 PARTICIPANTS AT 6 TOWN HALLS

250 PARTICIPANTS AT 4 MEETINGS WITH INDIGENOUS STUDENTS, STAFF & FACULTY

664 ATTENDEES AT 13 FACULTY/DIVISION COUNCIL MEETINGS

820 SURVEY RESPONSES

325 IDEAS, COMMENTS AND VOTES SHARED ONLINE

1,000+ VISITS TO 9 BOOTH POP UPS

3,500+ TOTAL ENGAGEMENTS!

About the Project

Introduction

The University of Victoria (UVic) is working to develop a new institutional strategic vision and plan to address the changing landscape of post-secondary education both nationally and globally, and the evolving opportunities and challenges for UVic. There is an appetite in the campus community for a new vision to guide the university in these rapidly changing times. The strategic planning process officially launched in early February, with the initial phase of campus consultation occurring from February to April, focusing on internal stakeholders: students, staff, and faculty.

Phase 1: Fall 2021
Pre-engagement planning and preliminary consultations

Phase 3: Spring to Fall 2022
Consult on key themes and engage with external stakeholders

Phase 2: Winter & Spring 2022
Broad-based engagement with students, staff and faculty to gather ideas and identify themes

Phase 4: Fall & Winter 2022
Draft plan and develop reporting structure

Approval & Launch: Early 2023

Engagement Methodology

Streams of Engagement

The overarching engagement program for the entire strategic planning process is delivered through multiple parallel engagement streams:

- **Indigenous engagement:** Relationship-building and conversations with local First Nations and Indigenous students, staff and faculty. All Indigenous engagement will be aligned with engagement for the Indigenous Plan.

- **Campus-wide engagement:** Broad engagement with staff, students, and faculty.
  - **Student engagement** was a priority within campus engagement.

- **External engagement:** External engagement involves bringing the community into the conversations about the vision for UVic's future, particularly alumni, key stakeholders in the business sector, the municipalities of Saanich, Oak Bay, and Victoria, non-governmental organizations (NGO's), and other community partners. Some early external engagement occurred in Phase 2, with much more to follow in in Phase 3.

- **Institutional leadership engagement:** Meetings with the Board of Governors, the President's Leadership Council, and the Senate.

Objectives and Principles

Objectives

The objectives for all phases of strategic planning engagement include:

- All students, staff, and faculty have multiple opportunities to participate
- There are multiple ways to participate that are attractive, accessible, and equitable
- At the end of the process, people feel they contributed while also learning about UVic as an institution and community goals and aspirations
- Students, staff, and faculty feel a sense of pride and ownership of UVic
- Data from engagement can be effectively analyzed and meaningfully inform the process.

Principles

How we plan, communicate, and implement our engagement is guided by clear principles:

- **Accessibility** in how everyone can participate, providing 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 hearing from groups who have not typically been represented in decision-making processes.
- **Continuity and shared understanding** in building upon past engagement processes at the University of Victoria and working to bring everyone along in the conversation.
- **Flexibility** in student engagement, allowing for students to lead peer-to-peer engagement activities.
- **Fun** in creating processes that people enjoy and find interesting and relevant.
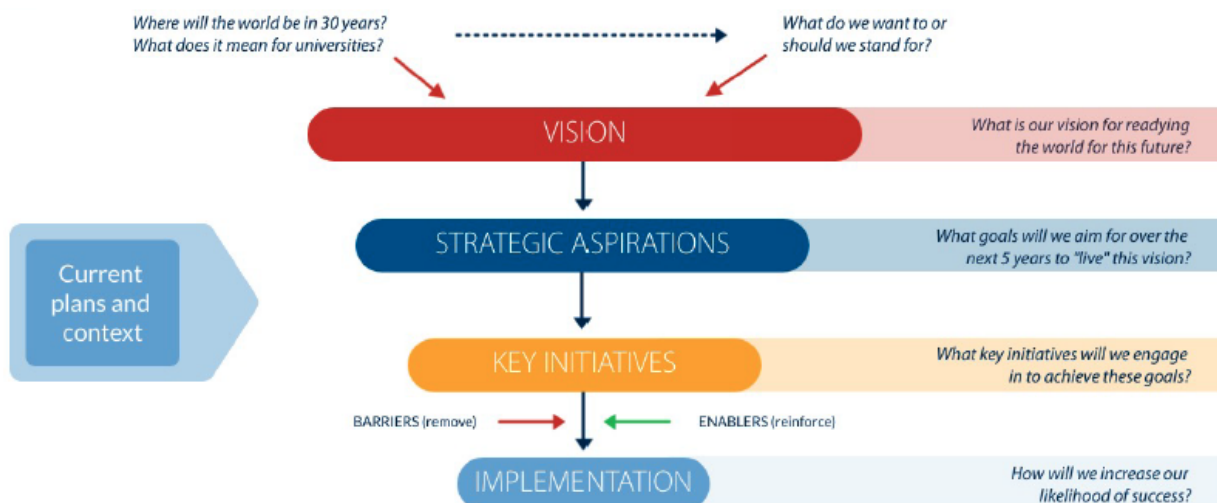
Reflection Questions

Five reflection questions, were posed during most Phase 2 engagement activities:

1. *Our future world*: Looking ahead 25-30 years, what will be the major contributing factors that characterize our world?
2. *Future success*: Given the characteristics shared in that future world you described, what will universities need to do to be successful?
3. *Achieving success*: For UVic to be among these successful universities of the future, what would we need to do over the next 5 years?
4. *Guiding Core Values:* As we develop and implement different initiatives over the next 5 years as part of our strategic plan, identify core values by which UVic should be guided.
5. *Reputation:* Ultimately, what should UVic be known for on a national and global scale?

Depending on the audience and engagement activity, these questions were presented in slightly different ways.

Engagement Activities

Activity	Description	Target Audience
Indigenous Engagement		
Student consultations	Open house and lunch during "Noon Networking" series at First Peoples House	Indigenous students
Meetings	In-person meetings and consultations with various groups.	Indigenous Community Engagement Council, Indigenous students, staff and faculty, Aboriginal Services Plan Community Advisory Committee
Staff/Faculty Engagement		
Kick Off Town Hall	A hybrid Town Hall to kick-start the Strategic Planning process. Feedback was collected through Slido.	Staff, Faculty
Executive Portfolio Town Halls	Town hall events run by members of the executive for the staff within their divisions	Staff
Faculty/Division Council Meetings	Meetings with the 13 Faculty/Division Councils.	Faculty
Email feedback	Follow-up email feedback from faculty members and staff following town halls and faculty council meetings	Staff, Faculty
Updates	Updates to staff and faculty including Board of Governors, Senate, President's Leadership Council, Dean's Council, Executive Council.	Staff, Faculty

Student Engagement		
Imagine UVic Booth	A traveling "pop-up booth" designed to raise awareness, ask for direct feedback, and direct people to the online engagement tools. Participants also provided feedback through a paper survey.	Students
Meeting	Small group discussion between students and the president	Students
Broad Digital Engagement		
Online ideas board	An online ideas board asking the reflection questions. Open from February 10 to March 18, 2022.	Staff, Faculty, Students
Survey	An online survey that asks the reflection questions (open-ended). Open from February 17 to March 18, 2022. (Survey was also available on paper)	Staff, Faculty, Students, Retirees, Alumni

Participation Summary

Activity	Participation Numbers
Kick-Off Town Hall	232 participants
Faculty/Division Council Meetings	13 meetings with 664 Faculty/Division members
Online ideas board	326 ideas, comments and votes
Survey	818 responses online, 2 paper survey responses
Imagine UVic Booth	9 booths with over 1,000 passersby and 335 written responses
Executive Portfolio Town Halls	5 Executive Staff Town Halls with ~261 staff in attendance
Staff and student led conversations	2 conversations with 14 participants
Email feedback from stakeholders	~27 staff, student, faculty, and community emails
Indigenous consultation	Meetings with Indigenous students, staff, and faculty with approximately 250 participants
Executive Council	2 Executive Council retreats

What We Heard

During this phase of engagement, we learned about what UVic cares most about. 15 priorities for the UVic campus community rose to the top:

- Prioritize diversity, equity, and inclusion
- Provide high quality teaching and learning experiences
- Act on climate change and ecological sustainability
- Foster collaboration and connection
- Commit to decolonization and reconciliation
- Respond to global change
- Protect democracy
- Improve housing supply and affordability
- Provide financial supports
- Value transparency, accountability, and integrity
- Promote interdisciplinary research
- Improve access to mental health services
- Offer new ways of working and learning
- Improve accessibility
- Value the student voice

We organized these top priorities, along with all other comments from the engagement activities, into six focus areas:

- **Campus Experience.** Cultivating a campus of care that provides needed supports and services and creates a vibrant campus culture. This includes fostering collaboration and connection, housing affordability and financial supports. It also includes access to mental health services and valuing the student voice.
- **Diversity, Equity, Inclusion.** A desire for priority around creating values and actions specifically related to diversity, equity, and inclusion. This includes accessibility and values such as transparency, accountability, and integrity.
- **Indigenous Rights.** Commit to decolonizing practices and reconciliation, and support Indigenous community members.
- **Research and Educational Excellence.** UVic is an institution that continues to focus on educational excellence both in learning opportunities and research.
- **Climate Action.** Leading the way in climate action and sustainability, including renewable energy, waste reduction and carbon neutrality.
- **Societal Issues in a Changing World.** Adapting to our changing world with regards to global upset, threats to democracy and technological advancement.

Campus Experience

This focus area includes the top priorities for supports and services on campus, as well as campus culture.

Supports and Services

Participants expressed the need for supports and services, primarily for students, including:

- **Housing supply and supports** (635 comments)
  - Providing supports to mitigate the cost of housing, increasing supply, and advocating for affordable housing.
- **Financial support** (566 comments)
  - Providing other financial supports (beyond housing) for expenses such as tuition, university fees, and the cost of living.
- **Access to health services** (472 comments)
  - Increasing access to health services, in particular mental health services.
- **Healthy and affordable food options** (193 comments)
  - Providing more healthy, affordable food options on campus.
- **Supports for sexual health, and prevention of sexual assault** (134 comments)
  - Preventing sexual assault and providing resources and services for sexual health.
- **Gender related supports** (98 comments)
  - Creating safe spaces for a diversity of genders.
- **Support for international students** (34 comments)
  - Supporting international students' social, financial and academic needs.

"I know people from remote communities who were accepted but didn't attend because of housing."

"Acknowledging mental health as a more accessible priority. Not just letting student know there are resources but reaching out to students (especially 1st years) - provide more counselling opportunities because the resources are backed up and hard to get into. A lot of students are struggling and need help now."

"Gender inclusion - I think UVic should have more gender neutral bathrooms. Additionally, sanitary disposal bins should be added to changing rooms and shower rooms."

Campus Culture

Participants placed the most emphasis on the following, in order of priority:

- **Collaboration and connection** (984 comments)
  - Creating more opportunities for collaboration and community building on and off campus. This includes co-learning between the university and community and hosting more events and activities on campus.
- **Spaces and Infrastructure** (357 comments).
  - Improving spaces and infrastructure on campus for studying, collaboration, recreation and transportation.
- **Value the student voice** (350 comments)
  - Listening to the student voice, advocating for student's rights and supporting student-led initiatives.
- **Engagement with external community** (267 comments)
  - Reaching out to the broader community (Victoria and beyond) about complex challenges. This also includes undergoing formal engagement processes through surveys, advisory groups, etc.
- **Compassion and kindness** (192 comments)
  - Valuing compassion, empathy, kindness and care.
- **Response to COVID** (90 comments)
  - Preparing for post pandemic recovery, especially as it relates to course delivery.

"Blurring the line of community and university more and creating more nimble and creative opportunities for students and community for co-learning."

"We need initiatives to help with post pandemic recovery"

"UVic should act as a hub within the community to connect with young students to create a relationship with them as well as connecting with elders - and then promote it and make it well known to the whole community"

Diversity, Equity, and Inclusion

Many participants discussed the importance of diversity, equity and inclusion. The comments are broken down into the following categories, in order of priority:

- **General** (1,637 comments)
    - General high-level comments about diversity, equity, equality, and inclusion.
- **Transparency, Accountability, and Integrity** (565 comments)
    - Being transparent with decisions and held accountable to actions.
- **Accessibility** (399 comments)
    - Prioritizing accessibility for all, in terms of infrastructure (accessible pathways, buildings, etc.), and flexible university policies to meet various needs.
- **Leadership** (332 comments)
    - Increasing the number of underrepresented voices in leadership roles. Being a bold leader with regards to diversity, equity, and inclusion.
- **Respect across differences** (194 comments)
    - Fostering a welcoming and respectful community to people of all backgrounds and identities.

"No tolerance policy for racism, sexism, transphobia, homophobia, or sexual assault."

"Accessibility - make more campus more accessible for folks with disabilities - hybrid class options for every stream (safety during pandemic - lives are at risk). Make sure all lecture halls are wheelchair accessible. Make these changes through direct conversations with students with disabilities."

Decolonization, Reconciliation, and Indigenous Rights

Many participants discussed the need for UVic to commit to efforts of decolonization and reconciliation, and support Indigenous issues. The sub-categories within this focus area include:

- **Decolonization and Reconciliation**
  - o Decolonizing pedagogical practices, committing to the United Nations Declaration of Rights for Indigenous Peoples, valuing Indigenous ways of knowing, and supporting land stewardship/land back initiatives.
- **Indigenous Representation and Governance**
  - o Ensuring there is Indigenous representation at all levels of the institution and consulting with Indigenous leaders on governance strategies. Participants noted that UVic should strengthen relationships with local nations.
- **Indigenous Curriculum**
  - o Integrating Indigenous knowledge into all curricula, including some mandatory classes for all.
- **Supports for Indigenous community members**
  - o Supporting Indigenous community members through respectful action, fair compensation, providing Indigenous-dedicated spaces on campus, and celebrating Indigenous culture.

"Indigenous student support – we are working on decolonizing, but we have not yet mastered the support for Indigenous students' experiences on campus and in community."

"Decolonize post-secondary education, make sure all students encounter material on colonization/social sciences/Indigenous issues in their studies."

Research and Educational Excellence

Many participants discussed research and educational excellence at UVic.

- **General** (910 comments)
  - Improving research and education generally.
- **Interdisciplinary research** (541 comments)
  - Breaking down siloes and encouraging collaboration across departments and disciplines at UVic and beyond, including for topics such as climate change and technological innovation. This includes creating collaborative spaces and processes.
- **Financial support** (439 comments)
  - Providing financial support for research and graduate students.
- **Innovative ways of working and learning** (406 comments)
  - Finding innovative ways to work and learn, including hybrid learning, online courses, and experiential learning.
- **Education for now and the future** (345 comments)
  - Preparing students with technical skills and strengthening programs that provide work experience.
- **Faculty and staff experiences** (285 comments)
  - Building capacity and providing support to staff and faculty.
- **Expertise** (243 comments)
  - Continuing to build off UVic's expertise in areas such as healthcare, technological innovation, stewardships of lands and water and sustainability.
- **Course offerings** (229 comments)
  - Considering new and different course offerings, including courses about engineering, climate change, and Indigenous ways of knowing.
- **Pathways/decreased barriers** (205 comments)
  - Decreasing barriers to accessing education. Barriers that were discussed include tuition, entry requirements, and course delivery methods.
- **Communications** (204 comments)
  - Sharing the UVic story to highlight accomplishments in research and future opportunities.

"Shift GPA requirements for entrance so that entrance involves holistic assessment."

"Having more of a presence in the community (whether that is local, national or international)! Connect more to marginalised communities, having an open presence with external audiences. Less reactive, more proactive."

Climate Action and Sustainability

Students, faculty, and staff believe UVic can prioritize sustainability and climate action both globally and locally, on a campus scale.

- **General** (2261 comments)
    - General comments about climate action, environmentalism, and sustainability (often one-word responses).
- **Divest** (174 comments)
    - Divesting from fossil fuels and reinvesting in sustainable initiatives.
- **Campus waste reduction** (153 comments)
    - Reducing waste on campus, becoming a zero-waste campus.
- **Pollution and emissions reduction** (143 comments)
    - Reducing emissions and considering carbon neutrality on campus.
- **Energy use** (138 comments)
    - Transitioning to renewable energy and green energy sources.
- **Natural environment** (97 comments)
    - Supporting the natural environment by planting native species. This also includes being leaders in land and water stewardship on Vancouver Island and across the Pacific Ocean.

"Car free campus" | "Incentivize walking/biking to work" | "Carbon neutral"

"Restoration of landscapes and of our relationships to the land is a path to reversing the damages done by colonization, as well as an important climate mitigation strategy."

Societal Issues in a Changing World

Beyond the social issues mentioned in previous sections, participants also discussed social issues related to the global change, democracy and technology.

- **Global change** (687 comments)
    - Adapting to global change and upset, including war, polarization, global health and economic changes.
- **Democracy** (655 comments)
    - Protecting democracy, centring diverse voices in democratic processes, and working against misinformation.
- **Technology** (327 comments)
    - Being open to advances to technology and innovation, including artificial intelligence, machine learning and metaverse advancements.

Appendix A:
What We Heard by Reflection Question

Throughout various engagement activities, five reflection questions were asked.

Our future world: Looking ahead 25-30 years, what will be the major contributing factors that characterize our world?

Top five themes

- **Climate change** (886 comments). The impacts of climate change on a global and local scale were mentioned as the top factor that will characterize the future world.
- **Global changes** (424 comments). Global changes and issues such as war, polarization, global health, racism and economic crises.
- **Democracy and social responsibility** (349 comments). Participants commented about the change of democracy in our future world. This included comments about human rights, social justice, and misinformation.
- **Housing** (341 comments). Many participants discussed how the cost and supply of housing will impact the future and will continue to be a barrier for people.
- **Diversity, equity, inclusion** (287 comments). Participants responded to this question by mentioning diversity, equity, and inclusion.

This question was asked during the following engagement activities: Ideas board online, kick-off town hall, survey, Faculty-led conversation and at of the Imagine UVic Booths.

Future success: Given the characteristics shared in that future world you described, what will universities need to do to be successful?

Top five themes

- **Research and educational excellence** (409 comments). Continuing research in many fields, such as climate science, sustainability, equity, etc. and ensuring high quality education.
- **Climate action** (292 comments). Pursuing climate action in all aspects of work.
- **Collaboration and connection** (214 comments). Building a sense of community and collaborating across disciplines to solve complex problems.
- **Finances and affordability** (226 comments). Responding to the rising cost of living by providing affordable housing and financial supports.

- **Leadership** (199 comments). Being an outspoken leader on global topics such as climate change, social justice, and Indigenous rights.

This question was asked during the following engagement activities: kick off town hall, survey (for staff and faculty), faculty led conversation. This question was asked differently for each activity. During the town hall, it was asked as follows: What are likely to be the roles, expectations and obligations of universities in this future world? For the survey and Faculty-Led Conversations, the question was asked as follows: What will be the role of the universities in that future?

Achieving success: For UVic to be among these successful universities of the future, what would we need to do over the next 5 years?

Top five themes

- **Collaboration and connection** (276 comments). Building a sense of community and collaborating across disciplines to solve complex problems.
- **Research and educational excellence** (209 comments). Continuing research in many fields, such as climate science, sustainability, equity, etc. and ensuring high quality education.
- **Decolonization and reconciliation** (138 comments). Decolonizing pedagogical practices, valuing Indigenous ways of knowing, and supporting land stewardship/land back initiatives.
- **Diversity, equity, and inclusion** (132 comments). Participants responded to this question by mentioning diversity, equity, and inclusion.
- **Interdisciplinary research** (122 comments). Encouraging cross-faculty collaboration and interdisciplinary work.

This question was asked during the following engagement activities: Ideas board online, Kick-off town hall, survey, Imagine UVic Booth, External Town Hall. For most activities, the question was asked as follows: What actions should UVic take in the next 5 years to respond to our changing world?

Guiding Core Values: As we develop and implement different initiatives over the next 5 years as part of our strategic plan, identify core values by which UVic should be guided.

Top five themes

- **Diversity, equity, inclusion** (810 comments)
- **Climate action, sustainability, environmentalism** (545 comments)
- **Transparency, accountability, integrity** (441 comments)
- **Decolonization, reconciliation, Indigenous rights** (302 comments)
- **Collaboration, community, connection** (173 comments)

This question was asked during the following engagement activities: Ideas board online, survey, Imagine UVic Booth. Most often, the question was asked as follows: If you could recommend three values that the university should live by, what would they be?

Reputation: What should UVic be known for on a national and global scale?

Top five themes

- **Collaboration and connection** (379 comments). Building a sense of community and collaborating across disciplines to solve complex problems.
- **Decolonization and reconciliation** (249 comments). Decolonizing pedagogical practices, valuing Indigenous ways of knowing, and supporting land stewardship/land back initiatives.
- **Diversity, equity, and inclusion** (199 comments). Being known for work in social diversity, equity, and inclusion.
- **Research and educational excellence** (219 comments). Continuing research in many fields, such as climate science, sustainability, equity, etc. and ensuring high quality education.
- **Leadership** (136 comments). Being an outspoken leader on global topics such as climate change, social justice, and Indigenous rights.

This question was asked during the following engagement activities: survey, ideas board online, kick off town hall, JCURA poll, Imagine UVic Booth. The survey asked the question as follows: What should UVic be known for as a leader on a national and global scale? For all other engagement activities, this question was asked as follows: I would be proud of UVic if it took action on_____.

Appendix B:
What We Heard by Engagement Activity

Indigenous Engagement

Meetings with Indigenous students, staff and faculty were held in collaboration with the team undertaking the renewal of the Indigenous Plan. Feedback from the Equity Action Plan consultation with Indigenous staff and faculty was also considered.

The questions asked during these meetings include:
- What is UVic doing well?
- What does UVic need to do better?
- What does UVic need to do to be a leader in our work towards reconciliation, indigenization, and decolonization?

Top five themes

- **Decolonization and Reconciliation** (58 comments). Many participants noted that UVic should decolonize its institutional practices and commit to actions on truth and reconciliation. Participants encouraged UVic to move away from traditional and hierarchical structures and implement the United Nations Declaration of Rights for Indigenous Peoples (UNDRIP). This includes fostering co-learning environments, supporting land stewardship initiatives, and considering land back commitments. There was also commentary about the terms "decolonization" and "reconciliation".

    "We need clear, shared definitions of these terms. They mean different things to different people. These are not light words – care and recognition that these concepts require deconstruction of all barriers. This is the responsibility of non-Indigenous people."

    "Recognize that decolonization is not a metaphor"

    "A decolonial approach to education- embracing subjectivity and Indigenous stories and philosophies"

- **Supports for Indigenous staff, students and faculty** (42 comments). It was noted that Indigenous students, staff and faculty need supports. Participants recommended that UVic hire more Indigenous staff and faculty, compensate staff

further for their labour, amplify Indigenous voices, support Indigenous staff to transfer knowledge.

"Community based research takes a lot more than the 40% research time faculty are given"

"Diversity out of the First People's House. Hire Indigenous people for the cafeteria, bookstore, facilities etc."

- **Accountability** (26 comments). Participants discussed the need for accountability with decolonization and anti-racism efforts. Participants suggested the need for accountability for students and faculty who may not foster safe spaces. There were comments about building mechanisms of accountability for racism, abuse and harm that people on campus experience.

  "Not only listen/make statements when students feel unheard/unsafe but partake in active ways to reduce these circumstances"

- **Updates to curriculum** (17 comments). There were many comments about the need for cross-faculty education about Indigenous topics. Many participants suggested the need for introductory Indigenous courses to be mandatory at UVic, across disciplines. There were suggestions to integrate traditional ecological knowledge into science courses, provide free or low-cost language programs for Indigenous students and staff, and expand the law program to have more seats for Indigenous students.

  "Decolonize post-secondary education, make sure all students encounter material on colonization/social sciences/indigenous issues in their studies."

- **Collaboration and connection** (10 comments). During these meetings, there was conversation about holding space for community and building stronger relationships with local Indigenous communities.

Faculty/Division Council Meetings

From February to April, the President's Office organized Faculty/Division Council Meetings for the following Faculty Councils and Divisions. The following questions were asked at most of the meetings:

- What has helped your Faculty in achieving/getting closer to your goals and aspirations? What has hindered you in implementing or making progress on your strategic plan? What can the university do to help your Faculty achieve your goals/aspirations?
- What kind of changes are needed at the university level to enhance and facilitate inter-Faculty collaboration – both in terms of research and educational programs?
- As UVic moves forward to develop its strategic plan, what do we need to do to maximize the alignment between your Faculty's goals and aspirations and the university's goals and aspirations?

Top five themes

During these meetings, the following top themes emerged:

- **Faculty and staff experiences** (50 comments). Some faculty noted a lack of capacity to balance the demands of research and teaching, which impacts the mental health of faculty members. It was suggested that this strain on capacity could be mitigated by streamlining bureaucratic processes, providing more administrative support and creating a better process for securing funding and research grants.

  "Over time we have become an institution of micro-administrative processes. They trickle down and blocks innovation."

- **Interdisciplinary research** (47 comments). Participants commented on encouraging collaboration across departments and disciplines at UVic as well as with other institutions, especially for key topic areas such as: climate change, technology and innovation, social sciences and business.

  "Setting up climate science collaborations – there is expertise scattered all over campus."

- **Financial support and rewards** (25 comments). Many faculty discussed the need for rewards and incentives. It was noted that it is an onerous process to secure funding and grants for research – the salary/wages do not adequately cover the cost of living.

  "One barrier to delivering on our vision to be research-intensive is the lack of support in applying for research funding, particularly at the small to medium scale."

- **Education for now and the future** (24 comments). Participants discussed the need to prepare for a changing future. This includes integrating key issues into the curriculum such as climate change, technology and innovation, and healthcare. It also includes preparing students for careers with technical skills and re-skilling.

  "Need more flexibility and agility with dual degrees. Recognition of the rabbit holes that exist in trying to get thing going. Proposals of novel ideas produce an inability of execution given how all the pieces connect."

- **Sharing the UVic story** (14 comments). Some faculty participants suggested that UVic could improve how it communicates the story of research, campus accomplishments and future opportunities. It was noted that UVic could increase capacity for communications across each department and faculty.

  "We need to do a better job to get our research out there. Knowledge translation. Ability to support our research in getting their great work more public. We need to get better at telling our story."

Town Halls

President Kevin Hall hosted a "Kick-Off Town Hall." VPs also hosted town halls, including VP External, Academic, Research, Finance and Operations, and AVP Student Affairs. At each event, slightly different questions were asked. The following themes summarize what we heard from all the town halls.

Top five themes

- **Collaboration and connection** (326 comments). Many participants recommended that UVic promote, encourage, and create opportunities for collaboration and connection on and off campus. Participants discussed the desire for UVic to connect with communities in Greater Victoria and beyond. Respondents identified opportunities for co-learning between the university and broader community.

- **Leadership** (263 comments). Participants at the Town Halls expressed the need for UVic to be a bold leader in research. There were also many comments about bringing more under-represented voices into leadership positions.

- **Diversity, Equity, and Inclusion** (232 comments). Many participants mentioned terms such as diversity, equity, and inclusion. There were also comments about prioritizing diverse, equitable and inclusive practices in all aspects of the university.

- **Research and Educational Excellence** (222 comments). There were many comments about valuing research and educational excellence, including quality of education, encouraging critical thinking and balancing local and global mindsets.

- **Climate Action and Sustainability** (201 comments). There were many comments about climate action and sustainability. Participants identified an opportunity for UVic to continue to be a leader in climate action initiatives and research.

"Investing in cross-campus relationship building - creating lots of opportunities for folks to engage with other units in a meaningful way."

"Intersectional work between departments and faculties, share perspectives and collaborate"

"UVic needs to provide space and opportunity for intersectional student voices to be heard when implementing policies, procedures, and practices."

Imagine UVic Booth

Students were invited to visit the Imagine UVic booth to share their thoughts about the future of UVic. Throughout March, "pop-up" booth occurred in various locations around campus between 10 a.m. and 2 p.m. Locations included: in front of the library, Centre for Athletics, Recreation and Special Abilities (CARSA), Jamie Cassels Centre, Maclaurin, Engineering, Student Union Building, and the First Peoples House. Students were offered warm drinks and cookies at the booth. President Kevin Hall attended three "pop-up" booths.

There were two ways to get involved:
- Answer the reflection questions on a sheet of paper
- Use the QR code to answer a survey online.

Participants were asked the following questions:
- *Grab your crystal ball and predict the future—in 25-30 years, how do you think our world will change?*
- *Congrats! You're now President of the university! What actions should UVic take in the next 5 years to respond to our changing world?*
- *If you could recommend three values that the university should live by, what would they be?*
- *I would be proud of UVic if it took action on_____.*

Top five themes

- **Diversity, Equity, Inclusion** (274 comments). Many participants responded with the terms diversity, equity and inclusion. There were also many comments about prioritizing diverse, equitable and inclusive practices in all aspects of the university.

- **Climate action and sustainability** (235 comments). General comments about climate change, climate action and environmental sustainability. Participants also commented on divesting from fossil fuels, campus waste reduction and carbon neutrality.

  "Environmental - put money into environmentally friendly infrastructure"

- **Collaboration and connection** (172 comments). Comments about building a sense of community and school spirit on campus, including hosting events and providing spaces for activities.

  "More fun events so people could meet each other more easily"

- **Transparency, Accountability, Integrity** (132 comments). Comments about the need for UVic to value transparency, accountability and integrity.

  "Honesty/integrity - owning up to mistakes and taking action"

- **Mental health** (120 comments). Comments about the need for mental health supports for students.

  "Acknowledging mental health as a more accessible priority. Not just letting student know there are resources, but reaching out to students (especially 1st years) — provide more counselling opportunities because the resources are backed up and hard to get into. A lot of students are struggling and need help now."

Other Engagements

Other engagement activities included: an online ideas board, an awards event poll, a staff and faculty led conversation, a student meet up event and a meeting with Student Affairs leadership.

Top five themes

- **Education for now and the future** (41 comments). Participants discussed the need to prepare for a changing future. This includes integrating key issues into the curriculum such as climate change, technology and innovation, and healthcare. It also includes preparing students for careers with technical skills and re-skilling.
- **Faculty and staff experiences** (38 comments). Many staff and faculty discussed work experiences. Many faculty noted a lack of capacity to balance the demands of research and teaching, which impacts the mental health of faculty members.
- **Collaboration and connection** (30 comments). Many participants recommended that UVic promote, encourage, and create opportunities for collaboration and connection on and off campus. Participants discussed the desire for UVic to connect with communities in Greater Victoria and beyond.
- **Natural environment** (23 comments). Some participants talked about how UVic should support the natural environment by planting native species and removing invasive species on campus, retain trees, provide spaces for community gardens, and restore ecological environments. Participants also noted the need for UVic to be leaders in land and water stewardship on Vancouver Island and across the Pacific Ocean.
- **Climate action and sustainability, general comments** (20 comments). Many participants provided concise responses with words such as "sustainability" and "climate action". Overall, participants suggested that UVic should take bold action soon to mitigate and adapt to the effects of climate change.

Survey

How are you primarily connected to UVic? *(818 responses)*

14 (1.7%)
1 (0.1%)
6 (0.7%)
12 (1.5%)
53 (6.5%)
118 (14.4%)
614 (75.1%)
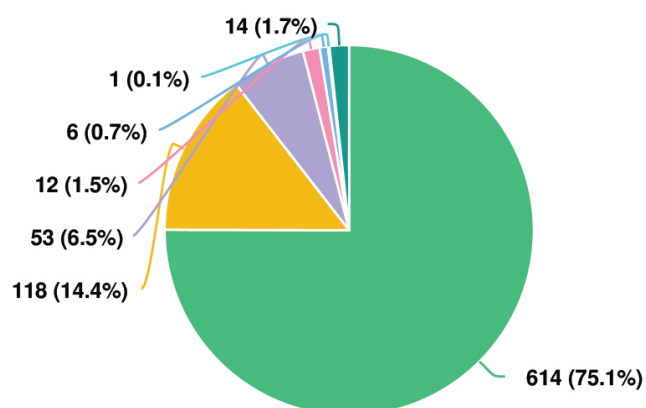
Question options

● Student ● Staff ● Faculty ● Alumni ● Sessional instructor ● Post-doctoral fellow ● Other

Question for Students: What type of student are you? (606 responses)

Undergraduate	429 (70.8%)
Graduate	99 (16.3%)
Continuing studies student	78 (12.9%)

Question for Students: Are you an international student? (600 responses)

Yes	93 (15.5%)
No	507 (84.5%)

Our Future World: When you think about the future, what factors do you think will be most influential to our world?

Top five themes from students

- **Climate Change** (608 comments). Prioritize tackling climate change from various aspects, including: pollution, decarbonization, sustainability, politics, food security, resiliency, energy, justice
- **Global Upset** (303 comments). There were comments about an overall concern about various world issues, including the climate crisis, war, polarization, racism, global health
- **Housing** (269 comments). Housing affordability and the housing crisis is a major concern. Many students expressed that housing is inaccessible – they cannot afford a home and will not be able to in the future.
- **Decolonization and Reconciliation** (174 comments). Many students expressed that truth and reconciliation is a top factor influencing our future world. Addressing truth and reconciliation through decolonization is an interactive process identified by students to: respect and collaborate with Indigenous populations in decision making; welcome and highlight Indigenous knowledge and practices; work towards healing trauma.
- **Diversity, equity, and inclusion** (165 comments). Our systems, societies and institutions are experiencing increasing inequities and this must be addressed through a justice, equity, diversity and inclusion lens.

Top five themes from staff and faculty

- **Climate Change** (166 comments). Prioritize tackling climate change from various aspects, including: pollution, decarbonization, sustainability, politics, food security, resiliency, energy, justice.
- **Diversity, Equity, and Inclusion** (86 comments). There are increasing inequities in our systems and a need to address this through an EDI perspective.
- **Global upset** (91 comments). Comments about an overall concern about various world issues, including the climate crisis, economic crises, war, polarization, racism, global health.
- **Social responsibility, democracy** (93 comments). Comments about the social responsibility for protecting democratic processes, prioritizing social justice and social innovation.
- **Decolonization and Reconciliation** (66 comments). Truth and reconciliation is a top factor influencing our future world. Addressing truth and reconciliation through decolonization is an interactive process to: respect and collaborate with Indigenous populations in decision making; welcome and highlight Indigenous knowledge and practices; work towards healing trauma.

For UVic to be among these successful universities of the future, what would we need to do over the next 5 years?

Top five themes from students

- **Climate Action and Sustainability** (252 comments). Climate change and its implications are at the top of mind for many students. Within this topic, the most mentioned comment is related to divesting from fossil fuels. Other topics include: ecological restoration and protection of the natural environment, investments, embrace renewable/green energy, integrate sustainability into curriculums and university initiatives, become a carbon neutral campus, become a zero-waste or reduced waste campus.

    "Be an outspoken leader in action against climate change"

    *"More efforts towards combatting climate change such as moving to zero waste,
    finding renewable sources of energy to run UVic, strengthening transit systems to/from
    UVic"*

- **Finances** (209 comments). Comments the cost of living, tuition and university fees.
- **Research and Educational Excellence** (195 comments). Comments about the quality of education, encouraging critical thinking, and research opportunities.

- **Housing** (156 comments). Many students discussed the lack of affordable and quality housing on and off campus.
- **Collaboration and Connection** (134 comments). Building a sense of community on and off campus. This includes hosting community events and seeking input from the campus community.

Top five themes from staff and faculty

- **Research and Educational Excellence** (105 comments). Many staff and faculty commented on providing more opportunities for research and development, with climate change, decolonization, and EDI as topics of interest. Related topics include: funding opportunities, interdisciplinary collaboration, providing quality education and innovation.
- **Collaboration and Connection** (73 comments). Comments that UVic should promote, encourage, and create opportunities for collaboration and connection on and off campus. This includes community engagement (continue with surveys, etc); providing more events and activities to boost school spirit, collaboration, building community through the lens of equity, diversity, and inclusion and providing resources and services for the community.
- **Climate Action and Sustainability** (69 comments). Climate change and sustainability are recognized as important areas to focus at a campus community level, broader community, and national and international scales. Suggested actions include: divesting from fossil fuels, tackling food waste challenges, integrating renewable energy systems on campus.
- **Diversity, Equity, and Inclusion** (42 comments). Comments about promoting diversity, equity, and inclusion on campus.
- **Financial Support** (31 comments). Faculty discussed the need for rewards and incentives. Participants commented that the limited funding opportunities decreases the ability to attract graduate students.

Given the characteristics shared in that future world you described, what will universities need to do to be successful?*

Note: this question was only asked of staff and faculty

Top five themes from staff and faculty

- **Research Excellence** (97 comments). Many staff and faculty suggested providing more research opportunities, in areas such as climate change, decolonization, and

equity, diversity and inclusion. There were also comments about funding opportunities, interdisciplinary collaboration, quality education, innovation, critical thinking.

- **Collaboration and Connection** (34 comments). Comments that UVic should promote, encourage, and create opportunities for collaboration and connection on and off campus. Examples of actions include: effective and insightful communication and engagement, connecting local and global solutions, interdisciplinary collaboration.
- **Climate Action and Sustainability** (33 comments). Climate change and sustainability are recognized as important areas to focus at a campus community level, broader community, and national and international scales.
- **Leadership** (30 comments). There were comments about how UVic should be leaders of positive change. This includes leading the way in climate action and innovation and bringing more underrepresented voices into leadership positions.
- **Diversity, Equity, and Inclusion** (25 comments). Comments about promoting diversity, equity, and inclusion on campus.

"Fight climate change and support climate adaption and mitigation; advance decolonization and indigenization; advance equity, diversity and inclusion - as an institution (role-modelling behaviours, including adoption of progressive policies and responsible decision-making), though the provision of education and training, and through research. With regards to income inequality, work to make post-secondary education more accessible to all."

What can UVic do to promote and enhance interdisciplinary collaboration across Faculties and Divisions?

- **Interdisciplinary research** (217 comments). Participants commented on encouraging collaboration across departments and disciplines at UVic as well as with other institutions, especially for key topic areas such as: climate change, technology and innovation, social sciences and business.

    "Celebrate interdisciplinary work loudly and at length - host regular and frequent colloquia for interdisc. projects, and make open to all of UVic community."

- **Financial Support** (79 comments). Faculty discussed the need for rewards and incentives. Participants commented that the limited funding opportunities decreases the ability to attract graduate students.

- **Collaboration and Connection** (68 comments). Comments that UVic should promote, encourage, and create opportunities for collaboration and connection on and off campus. Examples of actions include: effective and insightful communication and engagement, connecting local and global solutions, interdisciplinary collaboration.

- **Research Excellence** (60 comments). Many staff and faculty commented on providing more opportunities for research and development, with climate change, decolonization, and EDI as topics of interest.

- **Graduate student support** (31 comments). Comments about the need for graduate student support (financial and structural supports including salary, grants and equipment).

We all live our lives guided by values. We know it's hard to choose, but if you could recommend just three values that the university should live by what would they be?

Top five themes from students

- **Diversity, Equity and Inclusion** (433 comments). Equity, diversity, and inclusion were identified as important values. This includes ensuring equitable processes, outcomes and supports for marginalized groups.

    "UVic must emphasize the importance of diversity and inclusion for students and faculty employees on campus. To make sure people with disabilities are given their job opportunity to work on campus."

- **Climate Action and Sustainability** (338 comments). There were many comments about prioritizing sustainability and climate action. Comments ranged from campus to global scales, including: infrastructure on campus (ex. Waste bins, operations, energy consumption); stewardship of land and global commitments.
- **Decolonization** (124 comments). Valuing truth and reconciliation, Indigenous ways of knowing and decolonial practices.
- **Transparency, Accountability, Integrity** (191 comments). Comments about UVic valuing transparency, accountability, integrity and honesty.

- **Compassion, Kindness** (54 comments). Some participants talked about values of compassion, empathy, kindness, and care. Participants suggested that the UVic community should be understanding with one another and show compassion and empathy.

Top five themes from staff and faculty

- **Diversity, Equity and Inclusion** (99 comments). Equity, diversity, and inclusion were identified as important values. This includes ensuring equitable processes, outcomes and supports for marginalized groups.
- **Transparency, Accountability, Integrity** (78 comments). Comments about UVic valuing transparency, accountability, integrity and honesty.
- **Climate Action and Sustainability** (76 comments). There were many comments about prioritizing sustainability and climate action. Comments ranged from campus to global scales.
- **Decolonization and Reconciliation** (36 comments). Valuing truth and reconciliation, Indigenous ways of knowing and decolonial practices.
- **Compassion and kindness** (20 comments). Some participants talked about values of compassion, empathy, kindness, and care.

Ultimately, what should UVic be known for as a leader on a national and global scale?

Top five themes from students

- **Climate action and sustainability** (254 comments). There were many comments about prioritizing sustainability and climate action. Comments ranged from campus to global scales
- **Diversity, Equity and Inclusion** (143 comments). Comments about promoting diversity, equity, and inclusion on campus.
- **Research and educational excellence** (138 comments). Commit to high educational standards and quality through: Program offerings, equitable access, sustainable practices. Encourage meaningful, science based, and collaborative research.
- **Decolonization and Reconciliation** (84 comments). Being a leader in truth and reconciliation, valuing Indigenous ways of knowing and decolonizing practices.
- **Leadership** (77 comments). Genral comments about UVic being a local and global leader in academia, and ensuring all graduates have the skills to be leaders themselves.
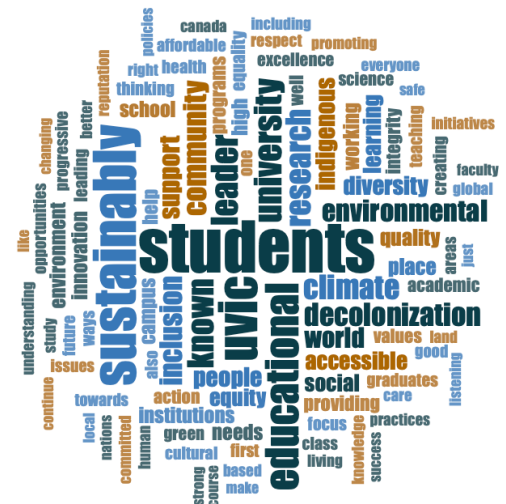
Top five themes from staff and faculty

- **Climate action and sustainability** (74 comments). Comments about UVic being a leader in sustainability practices, environmental stewardship, and research. Foster thoughtful and impactful solutions to tackle climate change.
- **Research and educational excellence** (63 comments). Foster collaborative and sustainable research opportunities, including capacity building. Some specific research areas mentioned: Climate change and innovation, technology, truth and reconciliation
- **Diversity, equity, and inclusion** (51 comments). Comments about being a leader in diversity, equity, and inclusion, which includes bringing more underrepresented voices into leadership positions.

- **Collaboration and Connection** (24 comments). Creating connected and engaged community relationships with students, staff, and faculty, as well as partnerships outside of UVic.
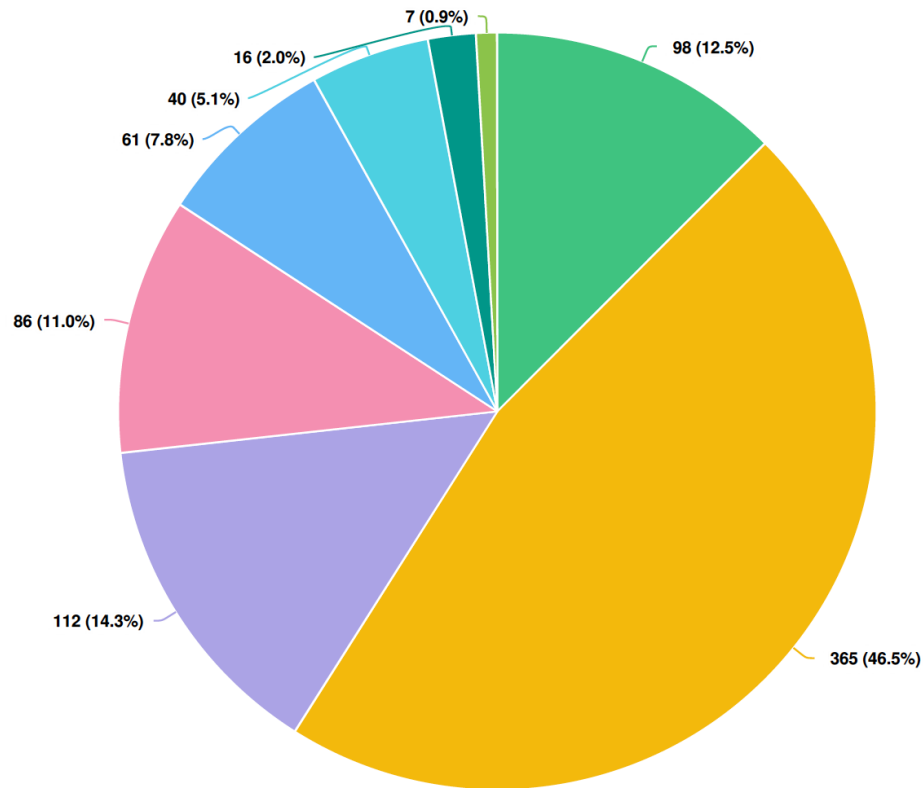- **Leadership** (24 comments). As an institution, being a local and global leader in academia and research.

Where do you live currently? (794 responses)
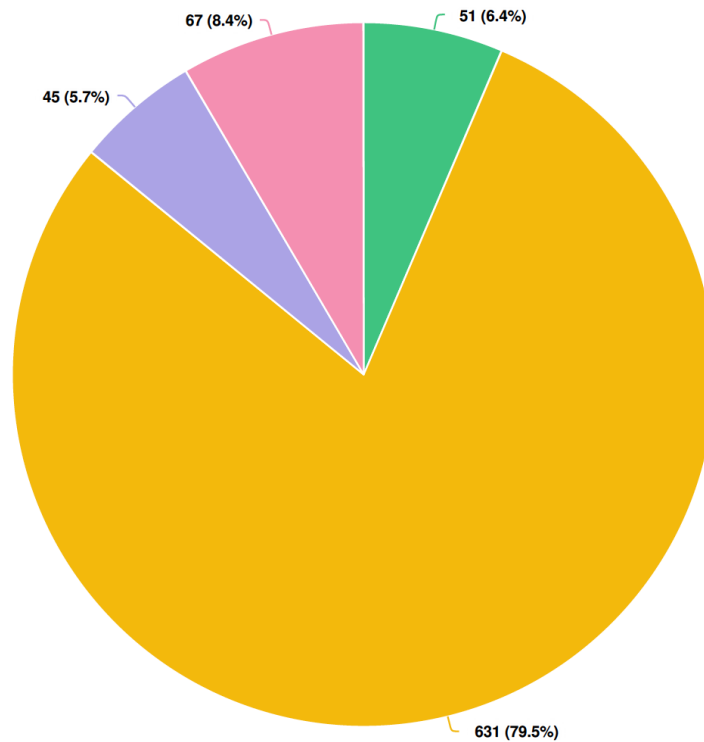
Question options

- UVic Residences
- Greater Victoria (Victoria, Esquimalt, Saanich, Oak Bay, etc.)
- Other areas on Vancouver Island
- Other (please specify)

How old are you? (785 responses)

Pie chart data:
- 19 or younger: 98 (12.5%)
- 20 - 29: 365 (46.5%)
- 30 - 39: 112 (14.3%)
- 40 - 49: 86 (11.0%)
- 50 - 59: 61 (7.8%)
- 60 - 69: 40 (5.1%)
- 70 - 79: 16 (2.0%)
- 80 or older: 7 (0.9%)

Question options
- 19 or younger
- 20 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 - 69
- 70 - 79
- 80 or older

Do you self-identify as any of the following? (399 responses)

Indigenous	39
Racialized person or person of colour	129
Person with a disability (invisible, visible, mental and/or physical)	161
Person who identifies as lesbian, gay, bisexual, trans, queer, intersexual, asexual, two-spirited (LGBTQIA2S+) or additional minority gender or sexual orientation	202

Acknowledging the limits of demographic surveys and the complexities of intersecting identities and experience, please share any additional self-identification information that will help shape the new strategic vision and plan. Some examples include being an immigrant or refugee, a member of a religious or spiritual minority, or coming from a lower socioeconomic background. (293 responses)

Some of the most recurring comments to this question included:
- Immigrant (70 comments)
- Lower socioeconomic background and/or middle class (53 comments)
- Woman / female (38 comments)
- First generation university student (17 comments)
- Reference to old age or senior (11 comments)
- Mature student (7 comments)
- Single parent (5 comments)
- Neurodivergent (4 comments)