

ASPIRATION 2030

UVIC RESEARCH AND CREATIVE WORKS STRATEGY



Joint Message from Kevin Hall, President and Vice-Chancellor, and Lisa Kalynchuk, Vice-President Research and Innovation



Aspiration 2030, our new Research and Creative Works Strategy, is a bold step for the University of Victoria. The aspirations and actions outlined here reflect our unwavering institutional commitment to research and creative work in all its forms. We are excited about the journey we are about to take and invite you to join us in this collective effort.

We are grateful to have the opportunity to work on these lands. We acknowledge and respect the lək̓ʷəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day. This Research and Creative Works Strategy is inspired by the following teachings drawn from the common wisdom of many Coast Salish peoples:

Work together | nəc̓ ə māt gwens čey'i

Bring in your good feelings | new'ews sn ʔeyʔ šweleqwəns

Be prepared for all work to come | ə'sacʔəy'xw meqw tə'sa tečel

Indeed, the process of developing the strategy was a lesson in these teachings, reminding us that UVic must act on the values behind the words. We are grateful that more than 750 people from 65 groups across campus gave us their time to listen to our vision and ideas, and to describe their own experiences, dreams and goals. The aspirations, outcomes and actions that we lay out in the following pages reflect our iterative process of synthesizing what we heard, integrating feedback from dozens of stakeholder groups, listening and refining some more.

As a result, we believe *Aspiration 2030* prepares the ground for an exciting and impactful future that is driven by all of us at the University of Victoria. In our areas of unique expertise, we will all contribute to that future: curiosity-driven discoveries, socially responsible applications and vibrant research careers.

Institutional planning can make space for aspirational thinking. In this strategy, we are thinking big and staying true to our university-wide vision to create a better future for people and the planet. With that vision firmly in our sights, we choose to use our resources and our research to actively support the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the United Nations Sustainable Development Goals (SDGs) and the *Calls to Action* of the Truth and Reconciliation Commission of Canada (TRC). In doing so, we reaffirm our commitment to integration of reconciliation and decolonization within our research and creative works.

Through our collective work, we will achieve the biggest goal of all: transformative research for a better world.

With good minds and good hearts,
Kevin Hall and Lisa Kalynchuk



OUR SENSE OF PLACE

čəŋiɬč | ČEN,ILČ is the native oak tree that for many millennia has thrived in the specific environment of this place. These beautiful, sturdy trees produce canopies of dark green leaves, flowers that ripen into acorns, and ecosystems that support hundreds of species of plants, insects and animals. For millennia qʷɬaʔəl | KŁO,EL, the camas plants that carpet ČEN,ILČ meadows, have grown from deep in the soil, providing visual beauty, food for humans and other creatures, and cultural and economic value. There are ancient knowledges here, and wisdom, alongside an energizing search for new ways of understanding the world and our place in it.

Whether our ancestors have lived on these lands for millennia or we arrived here last month, at the University of Victoria all things are connected through our guiding principles of academic freedom, ambition, collaboration, courage, excellence, inclusion and respect, transparency, and truth and reconciliation. The nature and culture of this place have given us unique strengths as individuals and collectively in our fields of inquiry, exploration and creation to work with people here and around the globe as we address pressing challenges.

Driven by our curiosity, engagement and innovative spirit, at the University of Victoria we aspire to help solve the world's biggest problems. Our campus is home to world-renowned scholars who advance new knowledge and artistic work in fundamental areas and prepare the next generation of scholars. We also commit to applying our distinctive scientific, artistic and social expertise to daunting challenges in five key impact areas: Climate, environmental change and sustainability; Health and wellness; Indigenous-led scholarship; Social justice and equity; and Technology and the human experience.

At the University of Victoria, we are committed to understanding the history of Indigenous people in Canada and to a future that embraces the common wisdom and teachings of Indigenous Elders and Knowledge Keepers.

Qwul'sih'yah'maht (Robina Thomas), AVP Indigenous



Given the importance of ƆƆŦŦŦ within this place, it is also a meaningful metaphor for *Aspiration 2030*. This is depicted in the beautiful visual created by Carey Newman Hayalthkin'geme (Kwakwaka'wakw/Coast Salish), where the roots of the tree represent our history and evolution, ever expanding; the trunk represents the energy, activity and structures that enable our research and creative works; and the foliage represents the impact of our work on the world, with each major branch reflecting one of our five impact areas and each leaf within the five main branches acknowledging the past, present and future of work in these areas. The roots, trunk and foliage are intertwined, each dependent on the others for growth and sustenance.

By doing outstanding work in every field, at the University of Victoria we are creating our own landscape of creative and intellectual excellence that inspires us always to dream bigger, to think bolder. Here, people from these lands and from around the world learn and create life-changing ideas, technologies, stories and images. And from this place, our students, artists and scholars share what they have learned with others around the globe to contribute to a healthy and vibrant future for all.





íkułas/qʷłtaʔəl

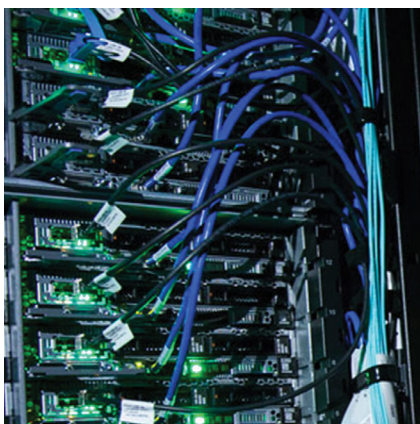
íkułas is the Kwak'waka word for Garry Oak tree
and qʷłtaʔəl is the lək'wəŋən word for camas

This design is meant to connect us to the traditional territories upon which we live and encourage us to make sure that our work in the present honours the past and respects the future.

Carey Newman Hayalthkin'geme, Artist and UVic Impact Chair in Indigenous Art Practices, August 2021

OUR VISION

Creating a better world through curiosity,
engagement and innovation



Our vision defines an inflection point in the evolution of our research and creative works at the University of Victoria. We have a sea of remarkable scholars and artists who are driven to make a difference. For us, this begins with curiosity, which compels us to ask questions, seek answers, challenge, create, write and interpret. Our curiosity leads us to take risks and be bold, and try again when our first attempts are not successful. But curiosity alone is not enough. We also engage through collaboration, dissemination and outreach. We listen to the communities around us that are confronting problems or have questions and invite partners in to enrich our work and guide our actions. And we seek social and technological innovation in all we do, challenging the status quo and pushing the boundaries of what might be possible.

Everywhere at UVic, we see originality and connectability in thought and in action, always rising from our endless curiosity, our desire to engage and our pursuit of innovation. This is how we are creating a better world.

Our vision is guided by the following principles:

ACADEMIC FREEDOM: We value freedom of inquiry, study and engagement

AMBITION: We value the desire and determination to achieve success

COLLABORATION: We value working collectively with diverse partners

COURAGE: We value boldness and action in the face of uncertainty

EXCELLENCE: We value outstanding skills, efforts and achievements

INCLUSION AND RESPECT: We value the strengths that emerge from diversity and equitable access to opportunity

TRANSPARENCY: We value communication and clear and open processes

TRUTH AND RECONCILIATION: We value confronting the truth of our history and walking the path of reconciliation together



OUR IMPACT

Curiosity-driven research and creativity are the bedrock of all we do at the University of Victoria. From that grounding has grown our scholarship: like roots, branches and leaves, our research and creative activities are distinctive but connected, individual and synergistic. We are determined to tackle the thorny challenges of our dramatically changing world, which include ongoing threats to lifelong health, systemic racism and inequities, the rise of illiberal societies, and the increasing severity of climate change. Universities—through outreach, education and research—play a critical role in our societal pursuit of a more sustainable and just world.

We have a history of research excellence that is rooted in our deep respect for diverse ways of knowing and bringing these knowledges to bear on intractable problems. From our groundbreaking discoveries in fundamental science and engineering to our transsystemic and interdisciplinary lens, we pose technical solutions and open up new avenues for inquiry. We also privilege the importance of critical thinking, debate and public dialogue, grounded in the humanities, social sciences, fine arts, human and social development, law and business. Much of this outstanding work occurs within academic units and departments, but our many research centres, institutes and networks also provide a locus for emergent approaches, applications and interdisciplinary collaboration.

Our commitment to fundamental research, inquiry and theoretical perspectives remains unflagging. We will continue to support and nurture excellence in these areas because we know that curiosity-driven research and creativity are the essential building blocks for tomorrow's life-changing applications.

Lisa Kalynchuk, Vice-President Research and Innovation



Although we are a relatively young university, we have a long history of contributions to major research initiatives. In 1968 we co-founded TRIUMF, Canada's national particle accelerator, and our student and faculty researchers continue to lead many of its groundbreaking activities. Our scientists and engineers have long been closely linked with the National Research Council Herzberg Astronomy and Astrophysics Research Centre, helping position Canada at the forefront of generating new knowledge about the universe. We are home to a Pan-Canadian Proteomics Centre that advances fundamental discoveries in 'omics and beyond, and a Digital Humanities hub that combines the historic with the most forward-looking elements of current culture. Our Libraries have been instrumental in the creation of Portage and have positioned us as a national leader in research data management and digital knowledge mobilization. And we are known for our broad-ranging work on and in the ocean, which includes our world-leading observatories in the deep ocean and coastal waters of Canada's three coasts, managed by Ocean Networks Canada.



We are globally recognized for the quality of our research accomplishments. Our faculty have contributed to Nobel Prize-winning research and been named Citation Laureates (below left). They have been honoured for their career contributions by the Order of Canada (below right) and the Royal Society of Canada and decorated with awards, medals and fellowships from more than one hundred local, national, international and community organizations. And many of our academic units are routinely singled out in global rankings as among the world's best, from Philosophy to English and Psychology to Earth and Ocean Sciences.

Our size gives us extraordinary potential for strong interdisciplinary collaborations, and UVic researchers capitalize on it. Engineers work with artists, chemists with social workers, historians with environmental scientists, mathematicians with sociologists, and nurses with computer scientists, to name a few. But we can do more: *Aspiration 2030* will create the spaces and opportunities to do just that.

Community-based research and partnerships are woven into the fabric of our university. Our socially responsible focus and commitment to making a difference in communities around us and afar is our differentiator. And we are expanding our community outreach with the creation of innovation hubs across Vancouver Island. These hubs will provide an evidence-based, practical approach to strengthen innovation, partnerships, inventions and entrepreneurship, which in turn will support economic growth and social prosperity.

There is so much exceptional research and creative work going on all across our campus and beyond—too much to describe in detail here. To better capture that richness, each faculty at UVic will have a research plan that addresses their specific strengths and goals. *Aspiration 2030* describes just some of the tactics that are intended to help each faculty build on those strengths and achieve those goals.

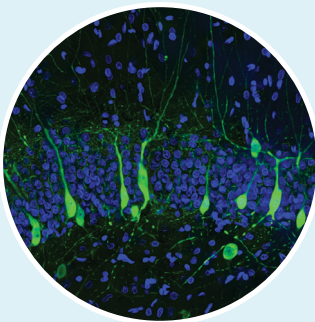


At the University of Victoria, we recognize that the world is changing rapidly. As a global society, we are facing enormous challenges and will need novel solutions to ensure our survival. Our researchers are up to the task. We have identified five overlapping impact areas where we are uniquely positioned to make a difference:



Climate, environmental change and sustainability

Human impacts on the environment have accelerated on a devastating scale, touching every aspect of planetary health. University of Victoria researchers and artists integrate their broad areas of expertise in a new way of thinking that translates into innovative solutions and transformative actions. We address urgent, complex and life-altering challenges facing oceans and lands, human wellbeing and the economy, and life in all its forms. We focus on climate policy, modeling, novel energy systems and applied solutions, smart sustainable cities, water security, ocean and climate science, ecosystem conservation, understanding human consumption and much more.



Health and wellness

Many complex factors contribute to health and wellness across the lifespan. At the University of Victoria, we are at the forefront of innovative and community-responsive research on the social, cultural and biomedical determinants of health and wellness, in addition to disease prevention, diagnosis, treatment, care and cure. Our impact has broader reach as well, to local, national and international policy; community programs for substance use and at-risk people; promotion of wellness and healthy aging through movement, music, language, theatre and visual arts; and even to enabling end-of-life care for marginalized populations.

Our rich academic and cultural environment and our sense of social responsibility position us to tackle major societal challenges. We are committed to impactful research that benefits the planet and lives of people everywhere.

Kevin Hall, President and Vice-Chancellor



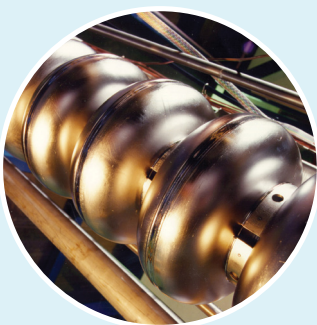
Indigenous-led scholarship

At the University of Victoria, we are learning, listening and nourishing a community in which Indigenous knowledge systems and worldviews are valued and centred throughout our scholarly and artistic practice. We are home to eminent Indigenous scholars who lead us and the world in Indigenous law, governance, health, language revitalization, community resurgence, art and reconciliation to address matters of crucial importance to communities. Indigenous Nations, communities, collectives and organizations also have established research relationships with non-Indigenous researchers on significant issues.



Social justice and equity

At the heart of all we do at the University of Victoria is the knowledge that all people deserve respect, dignity and fairness. Our researchers and artists advance this fundamental value in myriad ways. Connecting across academic and community boundaries, we examine ethics, politics, culture, and historical and current wrongs. We identify how to stop unjust practices, prevent recurrences, redress and heal. We recognize that we must accelerate and continue this work until inequity is eliminated both on our campus and in all corners of the world.



Technology and the human experience

Our modern world is fast-paced and relentlessly technological. Driven by curiosity, inspiration and wonder, University of Victoria researchers and artists use, adapt and develop new technologies and paradigms for how people understand science and the nature of the universe, how we interact with devices and manage information and data, and how we relate to other humans. We create transformative materials and systems to make them more effective, efficient and accessible and go far beyond that as well, to assess the personal, social and environmental costs of technology and improve health, communications, privacy, and security for people around the globe.

OUR FIVE ASPIRATIONS

As we list what we aspire to be and to do by 2030, we know that we are already well on our way. Guided by our principles, our extraordinary natural and cultural environment and our deep respect for the learning that has come before, we have prepared for the work to come. We are ready for greater things.

Aspiration 2030 is built on the following five aspirations, which define where we want to be by 2030. These aspirations are:



RESEARCH ENVIRONMENT:

We are bold and resilient in advancing our research and creative work



RESEARCH COMMUNITY:

We support a diverse community of researchers to achieve excellence



COMMITMENT TO INDIGENOUS SCHOLARSHIP:

We embrace and support Indigenous-led scholarship



GLOBAL ENGAGEMENT:

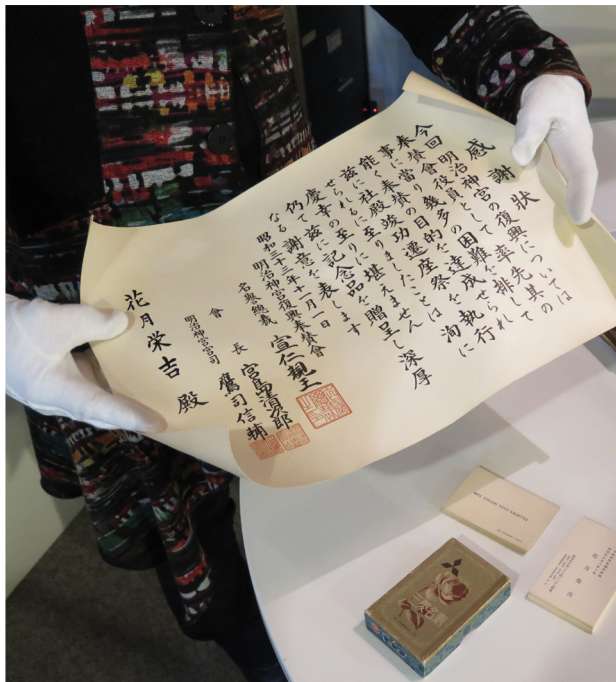
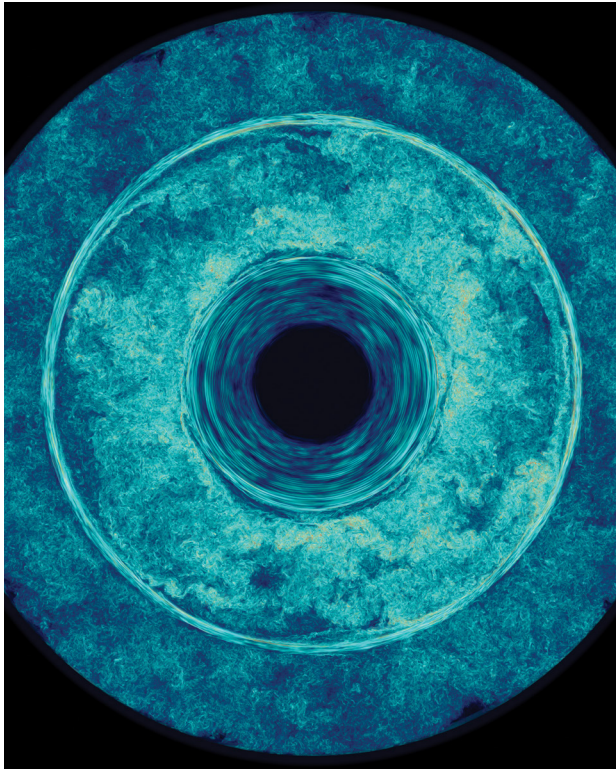
We are globally connected and recognized for our research accomplishments



SOCIETAL IMPACT:

We mobilize knowledge and creativity to address societal challenges

WITHIN EACH ASPIRATION, WE WILL PURSUE FIVE BOLD OUTCOMES THROUGH TEN KEY ACTIONS.





RESEARCH ENVIRONMENT

WE ARE BOLD AND RESILIENT IN ADVANCING OUR RESEARCH AND CREATIVE WORK

The University of Victoria is a young, energetic and ambitious institution. Our scholars have big ideas and outstanding skills that can transform scholarship and lives, and we are agile so we absorb, adapt and grow.

Outcomes

- Our research revenues exceed \$200M per year
- We capitalize on opportunities to advance our research and creative work and lead national and international initiatives
- Interdisciplinary collaborations enrich our research ecosystem and are encouraged and supported
- We have developed world-class research facilities and studio spaces, including spaces that welcome community and industry partners
- We have an efficient system of institutes, centres and clusters to support and promote research collaborations and connections

Actions

- Invest strategically to support research excellence, incentivize interdisciplinary collaboration and raise the profile of our impact areas
- Increase research infrastructure and develop modern new research and creative spaces on campus
- Reduce research-related administrative load by digitizing and streamlining internal processes
- Create an Audacity Grants program to support bold new ideas
- Create a new model of support and accountability for institutional research centres and entities
- Restructure the internal grants portfolio to optimally address researchers' needs with a flexible suite of opportunities delivered annually
- Provide internal matching funds as leverage for major external funding opportunities
- Make investments to support the research recommendations from related institutional plans
- Support the development of faculty-specific strategic research plans
- Increase capacity in research services to provide more pre- and post-award support



RESEARCH COMMUNITY

WE SUPPORT A DIVERSE COMMUNITY OF RESEARCHERS TO ACHIEVE EXCELLENCE

Researchers and students here care about the wellbeing of people and the planet; we are fascinated by inner strength and outer space. Our scholars and artists explore all of those topics, from particle physics to black holes, from poverty to poetry, renewable energy to human rights, confident that UVic is the best place, with the best people, to help them achieve their dreams.

Outcomes

- We attract top talent from around the world
- We have a culture of recognizing and celebrating our researchers and research excellence in all of its forms
- We invest in graduate students, post-doctoral fellows and early career researchers to build the capacity of the next generation
- We are a welcoming, convening space where researchers of diverse identities, experiences and ideas can thrive
- Our students have ample opportunities for meaningful research experiences

Actions

- Create dedicated support programs for early career researchers, post-doctoral fellows and individuals from equity-deserving groups
- Increase support for graduate students and the number of graduate students in alignment with the Strategic Enrolment Management plan
- Promote research excellence as an important consideration for all faculty hires
- Embed equity, diversity and inclusion in research processes and activities to overcome systemic barriers and build and support a diverse research community
- Allocate Canada Research Chairs and other institutional chairs according to strategic priorities and pursue cluster hires when possible to build capacity in strategic areas
- Create stronger linkages between researchers and UVic research entities
- Enhance protected time for faculty who attract major grants
- Enhance research-inspired learning for undergraduate students and create more research opportunities beginning in first year
- Identify ways to recognize and reward a broader array of research impacts that go beyond traditional metrics
- Organize campus events so UVic researchers can network and learn more about the research conducted across campus



COMMITMENT TO INDIGENOUS SCHOLARSHIP

WE EMBRACE AND SUPPORT INDIGENOUS-LED SCHOLARSHIP

As we know *CEN, IłĆ* provides shelter, oxygen, food and habitat for untold plants and creatures, we also know that Indigenous-led creative, social and intellectual pursuits provide a landscape of abundance that enriches everyone.



Outcomes

- We support and provide visibility to Indigenous research and creative endeavours across the university
- Indigenous research and innovation at UVic honours the lives of people whose land we are on by respecting data sovereignty, mobilizing knowledge and offering solutions to issues that Indigenous Nations, communities, collectives and organizations prioritize
- Indigenous scholars have frequent opportunities to assess and report on the university's progress in meeting Indigenous research commitments
- We have demonstrated our commitment to the principles and values set out in UNDRIP, the TRC and BC's Declaration on the Rights of Indigenous Peoples Act
- Elders, Knowledge Keepers and community researchers are welcomed partners in UVic research

Actions

- Provide research support for Indigenous scholars who are often asked to take on significant service, administrative or community roles
- Provide dedicated support for Indigenous-led research and creative endeavours
- Increase funding for the Centre for Indigenous Research and Community-Led Engagement (CIRCLE) to support dedicated staff positions
- Create Relational Knowledge Grants to facilitate relationship building with Indigenous Nations, communities, collectives and organizations
- Increase the profile of Indigenous research through new awards and recognitions
- Develop culturally appropriate research-related resources and spaces and ensure they are widely accessible to Indigenous scholars, students and Nations, communities, collectives and organizations
- Create and support research mentorship opportunities for Indigenous graduate students and early career researchers
- Establish an Indigenous Research Advisory Committee to guide the implementation of new supports for Indigenous scholars
- Ensure the OVPRI leadership team has access to Indigenous expertise to guide decision making and support of Indigenous-led research
- Create more opportunities for community Elders and Knowledge Keepers to be involved in university research



GLOBAL ENGAGEMENT

WE ARE GLOBALLY CONNECTED AND RECOGNIZED FOR OUR RESEARCH ACCOMPLISHMENTS

The University of Victoria is linked to partners working in oceans and lands around the globe. As a result, we are placed and connected to advance the UN SDGs, a universal call for action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. Like the oak and camas ecosystem, the goals and the actions to reach them are entwined, each affecting others and importantly, many people.

Outcomes

- Our strong research reputation ensures that we consistently place in the top 250 in global rankings
- We have thriving research partnerships with top global universities and actively participate in international networks, consortia and associations
- We are globally recognized for the excellence of our research and our contributions to our impact areas
- We are a destination of choice for international scholars, conferences, and workshops/schools that tackle global interdisciplinary challenges
- We engage with alumni and other members of the community to help unlock new research opportunities and partnerships

Actions

- Provide support and set up new infrastructure to attract more international visitors and establish UVic as a hub for workshops, conferences and major events
- Expand the Building Connections Fund to provide seed funding for international research projects and collaborations
- Establish a Thinkers-in-Residence program to bring international leaders to UVic for collaboration and open discourse on societal challenges
- Identify countries, regions, institutions, networks, and businesses of strategic priority for international research collaboration and partnerships
- Plan and execute international research engagements to develop strategic links and promote UVic research strengths
- Review and revise policies to facilitate collaboration with international partners
- Engage with alumni to promote research activities and accomplishments at UVic
- Increase capacity for research data analytics by fostering greater linkages among relevant units across campus and investing in new databases/tools and staff positions
- Appoint a pool of Global Research Ambassadors to promote UVic research externally
- Support the creation of joint graduate programs with international partner universities



SOCIETAL IMPACT

WE MOBILIZE KNOWLEDGE AND CREATIVITY TO ADDRESS SOCIETAL CHALLENGES

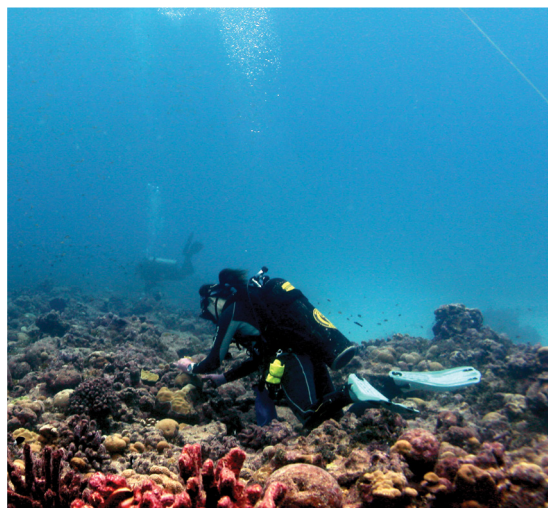
Researchers at the University of Victoria learn from and add to curiosity-driven and applied research in a myriad of fields. Then we apply our knowledge to create solutions and positive outcomes in the world beyond our campus. Clean technologies, the blue economy, social entrepreneurship and many other emerging fields are changing livelihoods and lives on our island and across international economies.

Outcomes

- We are ranked in the global top 50 in the Times Higher Education (THE) Impact Rankings
- The impact of our work attracts 50% or more of our research revenues from industry, community and donors
- We collaborate externally to influence the way people feel about the world, improve the resilience and health of our communities, inform policy makers and train the next generation to positively impact society
- We have established a vibrant regional ecosystem to support innovators and entrepreneurs
- We have developed deep, mutually respectful and long-lasting collaborations with community groups, local municipalities, government and the private sector to maximize the impact of our research

Actions

- Support research activities that directly advance the UN SDGs and systematically track our progress
- Support the mobilization of knowledge that has strong potential to benefit society
- Create new research institutes and clusters to enable research progress on pressing societal issues
- Integrate research opportunities for students and faculty into the activities of the UVic United Nations CIFAL (International Training Centre for Authorities and Leaders)
- Develop strong relationships with donors, industry and community organizations to diversify revenue streams for research
- Create an Innovation Network with hubs across Vancouver Island to enhance community outreach and provide new programming to support entrepreneurship and social and economic development
- Work closely with local, provincial and federal governments to tap into new programs and advance common goals
- Increase our capacity to communicate research successes and strengths in real time to broad audiences
- Organize more networking events with industry and community partners to facilitate community engagement and create new linkages
- Support initiatives in cultural literacy to promote understanding of societal trends and challenges





OUR PLACE IN THE WORLD

Although our way of being in the world is grounded in our sense of place, we are very much engaged with scholars, artists and the communities around us. Our culture of collaboration, engagement and excellence drives us to connect. In order to address the big questions and wicked problems, we know we must remain nimble and transcend boundaries, whether geographic, disciplinary or institutional, and respect the past, work in the present and be excited about the future.

The aspirations and outcomes of this strategy align with the university's various institutional plans and strategies and will involve all institutional leaders. This will ensure integration and synergies, and thus efficiencies and impacts. As a result, *Aspiration 2030* is a living document that carries us forward in tandem with all of the university's efforts.

Beginning in January 2022, we will release biennial action plans. These action plans will highlight the work to be prioritized within each two-year period. Then, like the rings of a tree, we will report on our progress each year to build momentum and guide us forward. We have listed both quantitative and qualitative outcomes here, so it is fitting that we will assess our progress that way too. Some of our steps will be easy to measure and communicate with clear metrics; others will call for reflection and stories. Our Strategic Initiatives Unit will lead us in this yearly reporting.

We will also measure success by a steady increase in optimism and enthusiasm for research across our campus. *Aspiration 2030* was built through extensive campus-wide consultations, during which we captured excitement and ideas from our internal community, but we also heard about opportunities for improvement. We will know we are on the path to success if obstacles lessen, if research progress becomes easier and our accomplishments greater; we will be communicating and checking in with our campus community each year. As your optimism grows, so will our progress.

We know that our students and trainees are a key indicator of our success. We are committed to preparing and empowering the next generation of researchers, artists, thought-leaders—and problem solvers. To that end, success means that we have attracted and trained more of the best and brightest and provided each of our students with meaningful research experiences. And when they are done, our students will go out into the world, brimming with enthusiasm from their time on our campus, knowing that they too can make a difference.

I am confident that my research experience at UVic has given me the skills and curiosity to truly help drive the future of healthcare technologies.

Evan Stefanek, Mechanical Engineering graduate student

Our success will require collective and sustained effort and, in this respect, we are counting on the university community to pull together and commit to our shared aspirations. Collaboration, after all, is part of our culture; we intend to deepen it.

We will also be more proactive. Challenging the status quo is bold; it's brave; it's what research should do. We will create the conditions to help UVic researchers do their best work. Each of us has big dreams. This strategy is intended to bring them to life.

We have long been committed to applying our research strengths to global challenges and our endless search for knowledge. Our scholars and artists work with other leaders across Canada and in dozens of countries; our faculties, centres, entities, and institutes have international reach. Now we intend to engage even more broadly and deeply as an institution. We will connect with the best universities around the globe, taking our strengths to the world and inviting the world to our home too. We will also seek and nurture new partnerships with industry, community organizations, municipalities and government. And we will better engage our alumni. This engagement will ensure that our research and creative work has maximal impact and make certain that we are recognized globally as a bold, forward-thinking and socially responsible university.

Our biennial action plans will guide the implementation of this strategy and yearly progress reports will create momentum and ensure that we stay on track to achieving our aspirations.

Lisa Kalynchuk, Vice-President Research and Innovation

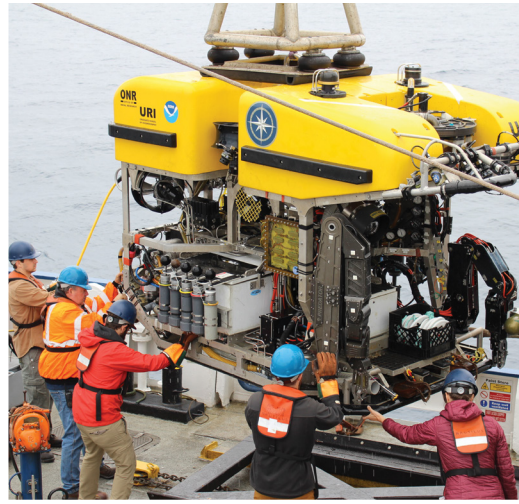


A ƆƆŲŲ meadow is an open, welcoming place in all seasons; so is the University of Victoria. Our tree is growing, from the young sapling it was to the mature oak it can be. Whether your roots are already here or you're far beyond the Salish Sea, we have what you're seeking: catalytic and dynamic colleagues, audacious ideas, close communities and a broad viewpoint on the world.

Wherever you're coming from, this can be your place, too.







All photos by UVic Photo Services except: p. 2 oak tree Wiley Thomas; p. 6 choir Suzanne Ahearne, theatre David Lowe; p. 7 group Crystal Tremblay; p. 9 Wanosts'a7 Lorna Williams Indspire; p. 10 neurons Hannah Reid; p. 11 painting with permission of the artist, Miriam Libicki, instrument TRIUMF; p. 13 star Falk Herwig, Paul Woodward, Texas Advanced Computing Center, seals Jeff Reynolds, document Kaitlyn Findlay; p. 19 painting by permission of the artist, Val Napoleon, tree photo by the artist, Kelly Richardson, magnifying glass Rich McCue, diver Kristina Tietjen, hand One Island Media; p. 24 researcher at microscope Armando Tura; p. 25 underwater vehicle Ocean Exploration Trust, Ocean Networks Canada and University of Victoria, researcher at streambed Armando Tura.



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