Faculty of Human and Social Development

STRATEGIC PLAN 2022-2026
BUILDING ON OUR COLLECTIVE STRENGTHS
Developed March 2022
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Territory Acknowledgment

Unceded la’k̓əw̓än & WSÁNEĆ Territories
We acknowledge and respect the la’k̓əw̓än peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.
The Faculty of Human and Social Development (HSD) is a community of scholars, practitioners, learners, and educators. We are dedicated to creating momentum for the transformative research and education needed to rise to meet the key human challenges of our time.

Our new strategic plan builds on consultations and discussions that have taken place over the past year within our community, resulting in a shared vision for HSD. We commit to our collective strengths and aspirations as educators and researchers in human and health services. Our plan embeds and values the United Nations Sustainable Development Goals (UN SDGs), the United Nations Declaration on the Rights of Indigenous Peoples, and British Columbia’s Declaration of the Rights of Indigenous Peoples Act (the Declaration Act). We have envisioned a roadmap for HSD to become a local and global leader in transformative research, teaching, and professional practice for just, equitable, decolonial, and sustainable futures.

Our strategic plan is built around the key visual of building HSD together as a home: a home for all to live out our collective aspirations and contribute to building healthy and sustainable communities, locally and globally. Our mission and vision are supported by values and priorities that together seek to make a meaningful difference over the short and long-term and will create conditions of success for everyone who calls HSD their home. Our plan identifies priorities and goals, and builds in the opportunity to measure our success, learn, and recalibrate as we go. Everyone plays an important role - no matter how small or big - in realizing our strategic goals. Through your individual and collective contributions, we will go farther together towards living out our values, priorities, and the futures we envision.

Helga Kristín Hallgrímssdóttir, PhD
Professor and Dean, Faculty of Human & Social Development
About Us

HSD is home to globally recognized researchers, scholars, and educators, across seven schools (academic units) including:

- Child and Youth Care
- Health Information Science
- Indigenous Governance
- Nursing
- Public Administration
- Public Health and Social Policy
- Social Work

Our faculty are leading innovative research that impacts diverse sectors including public policy, public health, and health services, information science, child and social services and Indigenous governance.

Numbers alone don’t tell the whole story. Here’s a snapshot to illustrate how we are already building on our collective strengths.

Teaching and Research

We work with donors, partners, and communities on learning, teaching, and research for change.

80+ Staff
50+ Sessional Instructors
110+ Faculty Members

Academic Profile

Students, staff, faculty, and alumni contribute their local and global perspectives to solve pressing human challenges of our time:

18 Graduate Programs
800+ Graduate Students
7 Undergraduate Programs
1800+ Undergraduate Students
22,000 Alumni network of regional, national and international change makers.

Research Profile and Funding

HSD faculty hold major awards, research chairs and other distinguished affiliations with key regional, national, and international funders.

The HSD Research Support Centre is the only faculty-based research support service of its kind at UVic.

$6.8M In 2020, 55 new projects started.
$3.2M In 2021, 57 new projects started.

$3.7B UVic annual economic impact.

VRV V Q

In 2021, 57 new projects started.

TOP UNIVERSITY

For promoting Indigenous visibility—an position it’s held since this category was introduced in 2018.

We are LEADERS IN DISTANCE LEARNING and have offered degrees by distance for 40+ years.

We are known for TEACHING EXCELLENCE and for Indigenous led, community-based, national and international research relationships and projects, some with local-to-global partnerships.

HSD is home to the INDIGENOUS STUDENT SUPPORT CENTRE where all are welcome.

HSD has a LONG HISTORY OF TEACHING INDIGENOUS SPECIALIZATIONS and recruits more Indigenous students and faculty with each passing year.

UVic’s Impact and Rankings

#1 in Canadian comprehensive universities, a distinction shared with SFU in 2022 (Maclean’s Ranking).

#1 in North America for international research collaboration (Leiden University rankings).
Our Strategy Co-creation Journey

- Conducted 14 one-on-one discovery interviews with select UVic leaders and the HSD Leadership Team.
- Strategy Engagement Survey (students, staff, faculty, alumni) to understand the needs of the HSD community and identify potential priorities for the next 5 years.
- Approx. 400 responses
- Conducted school-level SWOT analysis to understand the strengths, weaknesses, opportunities, and challenges facing each school.

- Released an infographic summary and a progress update video to share what we heard from the HSD community.
- Facilitated a strategy workshop with the Working Group (Faculty Champions), comprised of faculty and staff representatives from each school/team in HSD.

- Conducted HSD Community Survey (students, staff, faculty, alumni) to test the draft mission, vision, values, strategic priorities, and goals.
  - Over 230 responses.
- Paused to allow for 3-month breather to reset and recharge based on the Working Group's feedback.

- Held a co-design workshop with the Leadership Team to identify short and long-term initiatives for improving workload management and well-being.
- Held three Strategy workshops with the Working Group to develop the draft mission, vision, values, strategic priorities, and goals.

- Facilitated a Leadership Team focus group in January to gather feedback on the draft plan.
- Hosted a Faculty Council presentation and Q&A to share progress update and dialogue with staff/faculty.
- Facilitated the final joint strategy workshop with the Leadership Team and Working Group to revise the draft strategic plan based on feedback from the HSD community.

- Start school-level cascade planning that will outline initiatives across HSD and guide teams to develop school-level initiatives and success measures.
- HSD Faculty Council Meeting to review and vote on the strategic plan.
- Develop school-level implementation plans.

This strategy co-creation journey was designed and facilitated by Impact Plus Consulting, which is led by a HSD alumna. (www.impactplusconsulting.ca)
Building HSD Together

HSD engages and innovates for just, equitable, decolonial, and sustainable futures.

HSD will be a recognized local and global leader in transformative research, teaching, and professional practice for just, equitable, decolonial, and sustainable futures.

With mutual respect and accountability, we hold up justice, equity, decolonization, and Indigenization.

We nurture our individual and collective strengths through interdisciplinary and collaborative practice.

We are committed to fostering reciprocal relationships, a healthy and inclusive culture, and centering human and planetary health.

We engage with and support students of all backgrounds in transformative learning, research, and practices.

We strive to create and sustain an ecosystem of innovation for learning, growth, and risk-taking.

We promote community engagement and advocacy to foster change.

Pursue Transformative Learning and Teaching Experiences

Amplify Research Profile and Excellence

Advance EDI, Decolonization, and Indigenization

Enhance our Digital and Physical Infrastructure

Foster a Healthy and Inclusive Culture

Raise our Visibility and Impact Locally and Globally

OUR MISSION

OUR VISION

OUR VALUES

OUR STRATEGIC PRIORITIES

BUILDING HSD TOGETHER

HSD Strategic Plan 2022 - 2026 | 6
MISSION, VISION & VALUES

Our Mission
HSD engages and innovates for just, equitable, decolonial, and sustainable futures.

Our Vision
HSD will be a recognized local and global leader in transformative research, teaching, and professional practice for just, equitable, decolonial, and sustainable futures.

Our Values
- With mutual respect and accountability, we hold up justice, equity, decolonization, and Indigenization.
- We nurture our individual and collective strengths through interdisciplinary, and collaborative practice.
- We are committed to fostering reciprocal relationships, a healthy and inclusive culture, and centering human and planetary health.
- We engage with and support students of all backgrounds in transformative learning, research, and practices.
- We strive to create and sustain an ecosystem of innovation for learning, growth, and risk-taking.
- We promote community engagement and advocacy to foster change.
Priorities

- Advance EDI, Decolonization, and Indigenization
- Enhance our Digital and Physical Infrastructure
- Foster a Healthy and Inclusive Culture
- Raise our Visibility and Impact Locally and Globally
- Pursue Transformative Learning and Teaching Experiences
- Amplify Research Profile and Excellence
GOALS

- Further embed anti-racism, equity, diversity and inclusion, decolonization, Indigenization, accessibility, sustainability, and other approaches in teaching and learning.

- Continue to prepare students to address pressing real-world challenges through the integration of diverse pedagogies for transformative learning.

- In partnership with community, focus on addressing financial barriers for students to enable greater accessibility and affordability.

- Foster transformative teaching experiences across schools through supporting opportunities for professional development and scholarly activity for instructors and staff.

- Diversify our undergraduate and graduate student population and support and retain students from engagement to post-graduation.
GOALS

- Raise the profile and amplify impact of faculty and student research through effective and targeted communication of our research findings.
- Grow the number of national and international research partnerships that are headed by HSD researchers as Principal Investigators.
- Diversify our research funding sources through increased opportunities for research innovation and larger grant funding that connects HSD with individual donors and partners within the public, for profit, and not-for-profit sectors.
- Promote and facilitate transdisciplinary community-led research with students and faculty.
- Increase funding for the HSD Research Centre to strengthen research supports for students and faculty.
- Continue to support the Research Centre’s focus on research excellence and research supports for students and faculty.
GOALS

- Support students, staff, and faculty to live out and promote social justice values in all aspects of their work.
- Honour the diversity of Indigenous ways of being and knowing through reciprocal and respectful relationships with Elders, Knowledge Keepers, and local communities.
- Prioritize and support the work to advance EDI, decolonization, and Indigenization.
- Foster a welcoming and inclusive environment with and by students, faculty, and staff who are BIPOC, of diverse abilities, migrant and refugee identities, gender, and sexual minorities or an underrepresented group.
GOALS

• In partnership and collaboration with Learning and Teaching Support and Innovation (LTSI), focus on enhancing the user experience of new and existing technologies within HSD that transform the delivery of our academic programs.

• Enable and advocate for accessibility to technologies for students, staff, faculty and within local/First Nations communities to increase access to HSD programs and services.

• Ensure that our physical and virtual infrastructure and services are optimally used to support learning, collaboration, and connection.

• Update our physical and virtual infrastructure and services to better reflect the diversity of the HSD community.
**GOALS**

- Foster an increased sense of community and belonging within HSD.
- Increase collaboration within HSD and with local and global communities.
- Create spaces and opportunities for students, staff, and faculty to thrive and maintain a holistic balance in their lives.
- Invest in and celebrate the excellence and diversity of contributions of students, staff, faculty, and alumni.
- Develop our collective resilience to thrive amidst the challenges of the world we live and serve in.
GOALS

- Collectively advance HSD’s reputation and ranking locally and globally through strategic advocacy, brand building, marketing, and fund development.
- Strengthen networks and partnerships with UVic faculties, communities, employers, government, media, and local and global partners through respect, reciprocity, and accountability.
- Expand opportunities for students and alumni to meaningfully engage and sustain mutually-beneficial relationships with HSD and the broader community.
Next Steps

IMPLEMENTATION & REVIEW PROCESS

2022 - WE ARE HERE

Next Steps
Through an extensive 8-month engagement process with nearly 700 responses across two feedback surveys, HSD students, staff, faculty, and alumni suggested initiatives and ideas to help achieve the vision associated with the priority areas.

Our implementation and review process provides flexibility for our 7 schools (academic units) to develop implementation plans and success measures within their schools and align with priorities across HSD and UVic.

Implementation and review plans will be developed to honour and amplify the unique strengths and context of each school. We will collaborate with school directors to identify existing short and long-term initiatives, not necessarily new initiatives, to amplify our impact.

The dean’s office will provide regular communication on initiatives and share progress on the Strategic Plan through our HSD Annual Review.

As we implement the plan, we will listen to and work with our partners across and beyond the university to respond to emerging needs within communities – local, regional, and international. Let’s build together.

Approve the Plan
Faculty Council reviews and vote on the strategic plan.
Determine implementation lead(s) in collaboration with schools/teams.

Develop Implementation Plans
Develop school-level implementation plans, tailored to each school’s unique strengths and context.
The dean’s office will develop success measures to track our progress in collaboration with the schools.

Monitor and Review Progress
Continue to communicate, implement, evaluate, and adapt the plan.

Launch/Communicate the Plan
Develop and implement an integrated communications plan to share the approved strategic plan across and beyond HSD.