UVIC STRATEGIC RESEARCH PLAN
ENGAGEMENT REPORT: JANUARY – JUNE 2015

PURPOSE AND BACKGROUND

The University of Victoria (UVic) is developing a Strategic Research Plan that will address UVic’s research mission and values, and will describe how UVic’s research makes a difference regionally, nationally and internationally. The plan will provide UVic research with a resonating narrative and strategic direction; explore what UVic research can accomplish over the next five years; and will be actionable and measurable. Details on the plan development process are available on the Strategic Research Plan webpages, including a scoping document and discussion paper.

For the Strategic Research Plan development process, ‘research’ is defined broadly and inclusively and includes all forms of research, scholarship, and creative activity.

ENGAGEMENT PROCESS

An extensive stakeholder engagement was carried out between January and June 2015. Over 60 informative engagement meetings were held with UVic research’s on-campus and external stakeholders. The specific objectives of the engagement process were to ensure that:

- The wide range of stakeholders in UVic’s research mission, including the on-campus community and external partners, had an opportunity to engage with the planning process and inform the final plan with their ideas and opinions; and
- The Strategic Research Plan focuses on the most important research challenges and opportunities for UVic.

Engagement opportunities

The on-campus community was provided with multiple opportunities to engage (Appendix A). Engagement sessions were held with faculties, divisions, deans, students, organizational units that support research and with external partners. Over the past six months there has been an open call for feedback and ideas for the plan to be sent to researchplan@uvic.ca. Additionally, towards the end of the engagement period, four workshops were organized to explore the messages emerging from the engagement meetings in more depth. Workshops were held with:

- Staff from the Office of Research Services (ORS)/Office of the Vice President Research (OVPR)
- UVic’s endowed chairs and Canada Research Chairs
- The Research Advisory Committee
- The Council of Centre Directors.
<table>
<thead>
<tr>
<th>Stakeholders met</th>
<th>Discussions were held with 565 on-campus and external stakeholders.</th>
</tr>
</thead>
</table>
| Engagement meetings | • 42 on-campus meetings were held, including with all:  
| | o Faculties and divisions  
| | o Deans  
| | o Students  
| | o Administrative units that support research  
| | o Research entities.  
| | • 21 external meetings were held, including with:  
| | o Industry partners  
| | o Not for profit collaborators  
| | o Funders  
| | o Government. |
| Hour spent engaging stakeholders | The VPR has dedicated 102 hours to providing updates and holding discussions with stakeholders on the plan’s development. |
| Written feedback | Feedback was welcomed and encouraged and has been sent to researchplan@uvic.ca over the past 6 months.  
| | • 22 written submissions were received. Respondents included UVic staff and faculty. |

**Office of Research Services Review**

A review of the Office of Research Services was conducted in parallel with the engagement process for the development of the Strategic Research Plan. The review has included three components (two of which were engagement opportunities for faculty, staff and students): a survey that closed February 6, 2015; an internal self-study; and a visit by an external review panel on May 5 and 6, 2015. The outcomes of the review will help to assess ORS’ services, develop plans to enhance its support, and inform the development of the Strategic Research Plan.

| ORS Review survey responses | The ORS review survey was distributed to more than 6,500 UVic staff, faculty and graduate students.  
| | The survey closed on February 6, 2015 after being open for just over three weeks.  
| | 1300 responses were received. |

**Communication**

A range of communications activities were carried-out to keep stakeholders informed about the engagement process, as outlined in the table below. There are webpages dedicated to communicating about the plan’s development and the first two of four planned [quarterly updates](#) on the initiative’s progress have been posted.

| Webpage | Established in November 2014 and updated monthly.  
| | Over 8500 hits as of July 6, 2015. |
| Key documents produced and posted to webpages | Scoping document  
| | Discussion paper  
| | First quarterly update – Spring 2015  
| | Second quarterly update – Summer 2015 |
Communications

- November 2014 - Campus Checklist: launch of development process
- December 2014 - Internal research newsletter: launch of process
- December 2014 - Campus Checklist: presentation at the Campus Update
- January 2015 - Campus Checklist: ORS review survey
- March 2015 - First quarterly update published
- April 2015 - Campus Checklist: release of first quarterly update
- April 2015 - The Ring: release of first quarterly update

Governance

The Strategic Research Plan Advisory Committee was established to provide advice and guidance on the plan’s development and has been meeting regularly since October 2014. A full listing of its membership and Terms of Reference are available on the Strategic Research Plan webpages.

Regular governance updates on the plan’s development have been provided to Executive Council, Dean’s Council, Senate and the Board of Governors. The OVPR’s key research committees, the Research Advisory Committee and the Council for Centre Directors, have been kept regularly updated as well.

<table>
<thead>
<tr>
<th>The Strategic Research Plan Advisory Committee meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 Committee meetings held:</td>
</tr>
<tr>
<td>• October 2014</td>
</tr>
<tr>
<td>• November 2014</td>
</tr>
<tr>
<td>• January 2015</td>
</tr>
<tr>
<td>• February 2015</td>
</tr>
<tr>
<td>• March 2015</td>
</tr>
<tr>
<td>• May 2015</td>
</tr>
<tr>
<td>• June 2015</td>
</tr>
<tr>
<td>• Five more meetings are scheduled for summer and fall.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance and campus community updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 planning updates were provided, including:</td>
</tr>
<tr>
<td>• Fall 2014 Campus Update</td>
</tr>
<tr>
<td>• Research Advisory Committee</td>
</tr>
<tr>
<td>• Council of Centre Directors</td>
</tr>
<tr>
<td>• Dean’s Council</td>
</tr>
<tr>
<td>• Executive Council</td>
</tr>
<tr>
<td>• Senate</td>
</tr>
<tr>
<td>• Board of Governors</td>
</tr>
</tbody>
</table>

ENGAGEMENT OUTCOMES

The ideas and feedback provided for consideration during the on-campus group engagement meetings and through written submissions were analyzed and categorized. The following messages were heard the most frequently:
### PEOPLE
- **Graduate students** are significant contributors to UVic’s research excellence. Their experience and contributions could be enhanced with increased resources.
- Faculty and department **evaluation policies** could better recognize the dynamics of research and knowledge mobilization involving external communities and partnerships.
- UVic’s faculty **recruitment strategy** needs to align better with the university’s research and academic programs.
- **Post-doctoral fellows** require additional resources and support and should be better integrated into the university.

### QUALITY
- The capacity for **research centres to offer interdisciplinary graduate courses** should be investigated.
- UVic’s **indigenous research** strengths and potential can be further extended.
- Balance is needed between responsibilities for **teaching and research**.
- UVic should **foster interdisciplinary research**, including expanding opportunities available to students.
- The pursuit of all forms of **knowledge mobilization** should continue to be a focus.
- UVic should further explore, encourage and recognize the **integration of research into teaching**.

### COMMUNITY
- A university wide approach is needed to capturing and recognizing the **impact of non-traditional research** outputs and outcomes.
- **Community-engaged research** is an area of strength. Better methods are needed to measure impacts and value outputs.
- Mechanisms are needed to enhance **partnerships and interdisciplinary collaborations** among UVic researchers and with external partners.
- UVic should improve and diversify the ways it **communicates** about its research.
- UVic should increase its **connections with government** to promote UVic’s readily available competencies and capacities and advocate for funding priorities.

### RESOURCES
- OVPR needs more discretionary **funding to seed new research initiatives**.
- UVic needs **information systems for research** to allow better coordination and information sharing.
- Graduate students, post-doctoral fellows and faculty researchers require increased access to **work and laboratory space**.
- Increased consideration needs to be given to operating, promoting, maintaining, sustaining and, where appropriate, decommissioning **research infrastructure**.
- Graduate students, post-doctoral fellows and faculty researchers would benefit from increased access to funding to **attend and host conferences**.
- UVic needs enhanced coordination and routine information sharing between the Development, Community Relations, Corporate Relations, Co-op and RPKM units.
- ORS needs to **expedite the finalization of contracts** and agreements.
- Researcher productivity could be increased if the **administrative processes** associated with research were streamlined.
- UVic research would benefit from the provision of increased access to **grants crafting and facilitation** support.
- UVic should be strategic in its approach to **international research**; provide its students with opportunities to become internationalized; and provide enhanced administrative support for international collaborations.
NEXT STEPS

The immediate next steps in the development process of the Strategic Research Plan will involve creating of a framework for the plan, conducting desk-based research and writing the plan over the summer. A draft of the plan will be completed early in the fall, and will be circulated widely across campus for feedback. The final draft of the plan will be presented to Senate and the Board of Governors in late 2015.

Stakeholders will be kept informed on the plan’s development through quarterly updates scheduled for fall and winter of 2015 as well through updates in Campus Checklist, the internal research newsletter and the Ring.

For more information about the Strategic research planning process visit www.uvic.ca/researchplan
or contact us at researchplan@uvic.ca.
APPENDIX A: COMPLETE LISTING OF ENGAGEMENTS

<table>
<thead>
<tr>
<th>On-campus</th>
<th>External partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Associate Deans Research</td>
<td>1. Association of Universities and Colleges</td>
</tr>
<tr>
<td>2. Chancellor of UVic</td>
<td>2. BC Innovation Council</td>
</tr>
<tr>
<td>3. Council of Centre Directors</td>
<td>3. Canada Foundation for Innovation</td>
</tr>
<tr>
<td>4. Co-op program</td>
<td>4. Canadian Institute for Advanced Research</td>
</tr>
<tr>
<td>5. Chair of Ocean Network Canada</td>
<td>5. Conference Board of Canada</td>
</tr>
<tr>
<td>7. Dean of Business</td>
<td>7. Genome BC</td>
</tr>
<tr>
<td>8. Dean of Education</td>
<td>8. Greater Victoria Chamber of Commerce</td>
</tr>
<tr>
<td>9. Dean of Engineering</td>
<td>9. Fisheries and Oceans</td>
</tr>
<tr>
<td>10. Dean of Fine Arts</td>
<td>10. IBM Canada</td>
</tr>
<tr>
<td>11. Dean of Humanities</td>
<td>11. Indigenous leaders (To be held July 2015)</td>
</tr>
<tr>
<td>12. Dean of Human and Social Development</td>
<td>12. Industry Canada</td>
</tr>
<tr>
<td>13. Dean of Law</td>
<td>13. Island Health</td>
</tr>
<tr>
<td>14. Dean of Medical Sciences</td>
<td>14. Michael Smith Foundation</td>
</tr>
<tr>
<td>15. Dean of Social Sciences</td>
<td>15. MITACS</td>
</tr>
<tr>
<td>17. Division of Medical Sciences</td>
<td>17. RUCBC</td>
</tr>
<tr>
<td>19. Faculty of Social Sciences</td>
<td>19. Social Science and Humanities Research Council</td>
</tr>
<tr>
<td>20. Faculty of Sciences</td>
<td>20. Transportation Canada</td>
</tr>
<tr>
<td>21. Faculty of Fine Arts</td>
<td>21. Vancouver Island Technology Park</td>
</tr>
<tr>
<td>22. Faculty of Fine Arts Department Chairs</td>
<td>22. Victoria Advanced Technology Council</td>
</tr>
<tr>
<td>23. Faculty of Human and Social Development</td>
<td></td>
</tr>
<tr>
<td>24. Faculty of Law</td>
<td></td>
</tr>
<tr>
<td>25. Faculty of Engineering</td>
<td></td>
</tr>
<tr>
<td>26. Faculty of Education</td>
<td></td>
</tr>
<tr>
<td>27. Faculty of Humanities</td>
<td></td>
</tr>
<tr>
<td>28. Faculty of Graduate Studies</td>
<td></td>
</tr>
<tr>
<td>29. Graduate students</td>
<td></td>
</tr>
<tr>
<td>30. Gustavson School of Business</td>
<td></td>
</tr>
<tr>
<td>31. Indigenous Academic Advisory Council</td>
<td></td>
</tr>
<tr>
<td>32. Learning and Teaching Centre</td>
<td></td>
</tr>
<tr>
<td>33. Library Council</td>
<td></td>
</tr>
<tr>
<td>34. Office of Research Services</td>
<td></td>
</tr>
<tr>
<td>35. Office of the Vice-President Finance of Operation’s management team</td>
<td></td>
</tr>
<tr>
<td>36. National Consortium for Indigenous Economic Development</td>
<td></td>
</tr>
<tr>
<td>37. Post doctoral fellows</td>
<td></td>
</tr>
<tr>
<td>38. President of Ocean Network Canada</td>
<td></td>
</tr>
<tr>
<td>39. President of the Pacific Climate Impacts Consortium</td>
<td></td>
</tr>
<tr>
<td>40. Research chairs</td>
<td></td>
</tr>
<tr>
<td>41. Undergraduate students</td>
<td></td>
</tr>
<tr>
<td>42. UVic Tri-Council and CFI reviewers</td>
<td></td>
</tr>
</tbody>
</table>