

Centre for Asia-Pacific Initiatives



Strategic Plan 2012-17

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Executive Summary

In 1988 the Centre for Asia-Pacific Initiatives (CAPI) became the first Senate approved research centre at the University of Victoria. Recognizing the importance of the Asia-Pacific region to Canada, the concept of a Centre focusing on Asia-Pacific issues was given financial support by the Dorothy and David Lam Foundation, the Federal Secretary of State and the Provincial Government of British Columbia. Since its inception, CAPI has acted as a vital link between the University of Victoria and the Asia-Pacific region, providing programming and research initiatives that have brought together scholars from the Asia-Pacific region with those from UVic. Twenty-four years later the Asia-Pacific region not only continues to be of importance to Canada, but has grown in its significance. To embrace this growth, CAPI needs to move beyond its original mandate, take up new roles and challenges and extend our geographical interests to include not only East Asia, Southeast Asia and the Pacific Islands, but South Asia as well. In this process CAPI will become a more dynamic link to these areas for both the University and Canada. This strategic plan reflects the first steps toward this change.

We have identified a new vision, mandate and values for the Centre that reflect our strengths and commitment to supporting the goals of the University, particularly in the area of internationalisation. Our focus is consistent with the four key areas of the UVic Strategic Plan, A Vision for the Future – Building On Strength: people, quality, community and resources. We have developed a goal for each of the key areas followed by objectives and key strategies. A separate annual work plan will direct the creation of individual initiatives and will be updated on a regular basis throughout the year.



Vision

Through the continued excellence of its research and programming, CAPI will be recognized as the pre-eminent Asia-Pacific focused academic centre in North America. The Centre will engage with institutions, civil society and leading scholars at the University of Victoria and across the world to broker and facilitate meaningful relationships that will make a difference.

Mandate

By providing a supportive environment for scholarly excellence and community engagement, CAPI will deepen the connection between the University of Victoria and the Asia-Pacific region. Through the work of CAPI's Chairs and programming, CAPI will be a catalyst for the creation, recognition and dissemination of knowledge concerning issues affecting the region.

Values

As articulated in the University's Strategic Plan, we are committed to the following fundamental values:

- Intellectual and ethical integrity
- Freedom of speech and freedom of inquiry
- Equal rights and dignity of all persons

In addition, CAPI is also committed to the promotion of the Asia-Pacific region by:

- Fostering a creative environment for visiting scholars to conduct their research
- Providing collaborative opportunities for faculty, researchers, students and staff through networking, public engagement and knowledge sharing
- Ensuring excellence in research
- Providing experiential learning and real-life engagement opportunities for students
- Encouraging a multidisciplinary approach to research that commits to internationalization
- Providing as many opportunities as possible to the University community and our partners in the Asia-Pacific region



People

Talented people have always been the most important component of CAPI, ensuring high quality programming and research initiatives. Over the next five years, the Centre will commit itself to supporting the research of faculty at the University of Victoria as it pertains to the Asia-Pacific region.



Goal: Recruit, retain and support a diverse group of talented faculty, students and staff at the Centre allowing them to achieve their highest potential.

Objective 1: Expanding the engagement of CAPI Chairs, Faculty and Students

Strategies

- Showcase the Chairs' research programs
- Hire a leading scholar in the area of comparative law to fill the position of CAPI Law Chair
- Foster an intellectually stimulating and inviting work environment that attracts the highest quality faculty, students, and Associates

Objective 2: Develop a network of Uvic faculty whose research interests extend to the Asia-Pacific region

Strategies:

- Create a database that incorporates UVic faculty doing research in or about the Asia-Pacific region
- Host an annual CAPI forum that extends to the wider University community to engage scholars with CAPI programming opportunities
- Provide conference seed monies to UVic faculty through an annual competition to facilitate collaborative and synergistic programming
- Continue to provide faculty and student fellowships and research grants

Objective 3: Provide a collegial work environment at CAPI that fosters creativity

Strategies:

- Ensure that training and professional career development are provided for all staff
- Promote a transparent, responsible and welcoming environment

Quality

During the past 24 years, CAPI has built a strong reputation as one of the major Asia-Pacific focused research centres in Canada. Its position on the West Coast, in close proximity to the University of British Columbia, Simon Fraser University and the University of Washington has provided tremendous opportunities for collaboration and research sharing. CAPI will continue to be a catalyst for knowledge mobilization through collaborative research in the areas of law, history, politics, society and economics and continue to build on its strengths to expand its areas of expertise.



Goal: Create and provide research programs and learning opportunities of such quality as to ensure CAPI's leadership among Asia-Pacific research centres in North America.

Objective 1: Enable thematic research and programming that catalyzes connections between students, faculty, the campus, and the Asia-Pacific region

Strategies:

- Identify major themes, which will build on the strengths of the Centre that include law, public policy, and ethics
- Create criteria for thematic programming
- Identify potential partners in the program

Objective 2: Ensure the continuing high quality of CAPI Chair programming

Strategies:

- Provide the support for ongoing engagement and programming brought to CAPI by the Chairs
- Provide the support to ensure the programming is developed at the highest level

Objective 3: Expand our capacity to respond to initiatives brought to CAPI by faculty, students, and the wider community

Strategies:

- Create regionally specific working groups to help broker collaborative Asia-Pacific focused research
- Organise conferences, symposia, workshops and public engagement events, such as Lunch & Learn series and the annual Albert Hung lecture

Objective 4: Provide quality and effectiveness of CAPI's internal and external communications

Strategies:

- Create and implement a communication plan
- Expand outreach and public engagement through social media
- Use technology to communicate CAPI programming such as videotaping, podcasting, streaming, and virtual newsletters



Community

CAPI has always reached out to the University community and beyond. Our supporters and collaborators include students, faculty and staff. The Centre has also sustained strong relationships with Asia-Pacific experts beyond the campus, civil society organizations and institutions both locally and abroad. CAPI will expand its reach to ensure that civil engagement will continue to be a seminal link between the University and the Asia-Pacific region.



Goal: Create and maintain connections between the UVic community and the Asia-Pacific region.

Objective 1: Support UVic's strategy of internationalisation providing opportunities for experiential learning for students

- Strategies:**
- Maintain CAPI's international internship program
 - Continue and expand student research and language fellowships
 - Continue to provide administrative support of UVic's Field Schools in the Asia-Pacific region
 - Continue to host an annual Graduate Student Symposium and provide opportunities for graduate students to present their research
 - Continue to provide employment opportunities for students
 - Provide temporary home for graduate students doing research in the Asia-Pacific region, especially for those being supervised by CAPI chairs
 - Bring graduate students to UVic from the Asia-Pacific region to study and conduct research
 - Connect UVic students with students, faculty, and NGOs in the Asia-Pacific region through new community initiatives

Objective 2: Engage with people beyond UVic who focus on the Asia-Pacific

- Strategies:
- Establish new terms of reference for CAPI Associates
 - Organise a monthly social at CAPI
 - Continue to collaborate with NGO partners with respect to their initiatives in the Asia-Pacific
 - Expand CAPI's network in the Asia-Pacific region, including universities, research institutes and civil society organizations

Objective 3: Support a wide range of Asia-Pacific related initiatives on-campus

- Strategies:
- Support the synergistic work of the Chairs with other UVic faculty
 - Offer faculty research grants and fellowships
 - Offer opportunities for faculty and visiting scholars to present research findings through CAPI public lectures
 - Provide conference organization support
 - Provide a home for visiting scholars from the Asia-Pacific region
 - Construct and share an Asia-Pacific database
 - Organize and support regional specific working groups that include UVic faculty, staff, students, and CAPI associates, in order to facilitate networking and the creation of new programming
 - Collaborate with other research centres to enhance programming



Resources

To ensure the success of the programming at CAPI that is so vital to the University, there must be the availability, development and management of the Centre's resources. CAPI will endeavor to generate funding through new initiatives, enabling the expansion of its programming and opportunities for the benefit of the University.



Goal: Ensure sufficient resources are available to meet the goals of this strategic plan.

Objective 1: Generate external resources that will contribute to CAPI's base funding and Chair endowments

Strategies:

- Provide support to Chairs to seek external funding
- Continue to seek funding from AUCC and other sources for the International Internship program
- Create revenue generating training programs
- Offer CAPI funded professorships to UVic faculty who will seek external funding for large projects

Objective 2: Plan for the effective use of CAPI's resources

Strategies:

- Use CAPI resources as seed money to acquire external funds
- Continue to contribute to various UVic units to support their Asia-Pacific research and programs
- Ensure responsible use of CAPI's funding
- Apply accumulated funds towards the launch of thematic programs



**University
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