Engagement with UVic faculty, students, staff, alumni and our key external partners in the strategic planning process is critical to a successful outcome and ownership of the plan by the UVic community. This document outlines the planning activities to date, and reports on what we have heard so far from the UVic community during phase 1 of consultations and engagement on the strategic plan.

THE PROCESS TO DATE

Over the course of September to October there have been a number of face-to-face consultations, and from Sept. 18 to Oct. 8, 2017 the UVic campus community participated in an online engagement through Thoughtexchange. By the time the online exchange closed, more than 1,300 faculty, staff, students, alumni and other community members actively shared more than 3,300 thoughts. You can still view the UVic Thoughtexchange engagement platform to see all submitted thoughts and those that were highly rated by the UVic community.

A series of face-to-face consultations, which paralleled the Thoughtexchange process, have helped to validate emerging themes and preliminary thinking on potential goals and strategies for inclusion in the new strategic plan. Please see Appendix A for a full list of fall 2017 consultations.

The strategic plan discussion document and the following questions have shaped the consultations:

Q1. **Our goals**: What current strengths, directions and capabilities can we build on to distinguish UVic in Canada and globally?
Q2. **Our strategies**: What are some key strategies and initiatives that we should pursue to achieve the goals you described in question one?
Q3. **Our challenges and opportunities**: What key issues should our plan address over the next five to ten years?

Every thought submitted through Thoughtexchange, as well as feedback submitted through other channels, has been read and considered by the president, collectively by the members of the Strategic Planning Advisory Committee, and by others who have contributed to this update. All feedback from the UVic community will continue to be referenced as we continue the process towards a new strategic plan. Thank you to everyone who has participated in the consultation process so far.
WHAT HAVE WE HEARD SO FAR?

Consultation on the development of the new UVic strategic plan has highlighted values, issues and priorities that are important and meaningful to the campus community, and surfaced themes that will provide the basis for the development of goals and strategies.

The information contained in the table below reflects what we have heard so far during the consultation phase of the strategic planning process, including results from the online Thoughtexchange engagement, discussions that took place in the face-to-face consultations both with members of our on-campus community and external stakeholders, as well as written submissions. Some initial choices were made by the planning team about how to organize and describe the various themes that have emerged.

Emerging Themes

<table>
<thead>
<tr>
<th>People and Values: What kind of university do we want to be?</th>
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<tbody>
<tr>
<td>Research-intensive and student-centred</td>
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<tr>
<td>Values freedom of speech and freedom of inquiry</td>
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<tr>
<td>Promotes an inclusive, welcoming environment that values and is committed to diversity, equity and mutual respect</td>
</tr>
<tr>
<td>A university of choice for talented people: focus on recruitment, retention and support of excellent and diverse students, staff and faculty from Canada and around the world</td>
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<tr>
<th>Our Learning Environment</th>
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<tr>
<td>Focus on student futures: preparing students for work, life, global citizenship and lifelong learning (including adaptability, skills and ethical orientation)</td>
</tr>
<tr>
<td>Continue to promote (support and enhance) teaching excellence and innovation</td>
</tr>
<tr>
<td>Build on &quot;engaged&quot; or &quot;experiential&quot; education: co-op, other experiential, international, research-enriched education with a goal of 100% participation</td>
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<tr>
<td>Special attention to pathways for Indigenous students (recruitment, retention and success)</td>
</tr>
<tr>
<td>Further develop student supports: wellness and other programs; finances (affordability and needs-based assistance); and student housing</td>
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<tr>
<th>Sustainability</th>
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<tr>
<td>High standards of sustainability in campus development and operations</td>
</tr>
<tr>
<td>Research and scholarly activity that contributes to sustainability (significant support was received for focussing on oceans, climate and environment but should also include issues relating to health, healthy communities, justice and social cohesion)</td>
</tr>
<tr>
<td>Community-engaged research, partnerships and learning</td>
</tr>
<tr>
<td>Contribute to resolving major societal challenges and issues and seize opportunities (e.g. reconciliation, climate change)</td>
</tr>
<tr>
<td>Sustainable funding and operations: effective use of resources and diversifying sources of support</td>
</tr>
</tbody>
</table>
Research Excellence and Impact

Research excellence is fundamental to UVic’s mission and place in the post-secondary education ecosystem.

Pursue greater support for research, scholarship and creative activity, including graduate students, research partnerships; and recognition for research success, including a global reputation to match our achievements.

Community engagement that is responsive, interdisciplinary and based on genuine partnership.

Maintain and support high quality research, scholarship and creative activity across the disciplines to ensure alignment and integration of research and education.

Pursue greater focus on and impact in areas where we have demonstrable capacity to respond to our most significant national and global challenges (significant support was received for focussing on environment, oceans and climate, but not to the exclusion or at the expense of other areas such as health, justice, data science, creativity and culture, and other areas of capability in the Strategic Research Plan).

Need for enhanced collaboration, coordination, communication and breaking down of silos: develop better academic internal communications; and explore new administrative structures that encourage interdisciplinarity and collaboration.

Commitment to Indigenous Opportunity and Reconciliation

New pathways for Indigenous student access and success.

Education and research partnerships with Indigenous communities.

Welcoming campus climate and educational initiatives to contribute to understanding and reconciliation.

Looking Outward

Emphasis on community-university engagement, socially responsive and community-engaged research, scholarship and education.

Increasing focus on partnerships.

Global perspective in education and research.

Accountable to our community and stakeholders.

Organizational Effectiveness

Break down silos and promote collaboration internally and externally.

Ensure best allocation of resources to support our mission.

A supportive and rewarding working environment for all employees.

Obtain additional resources to invest in quality.

Reduce "red tape" and administrative burden.

We are interested in hearing from you on the themes that have emerged from our conversations so far. Please send your responses to the following questions to strategicplan@uvic.ca.

1. Do the emerging themes resonate and will they help to differentiate UVic?
2. Are there any important themes missing?
NEXT STEPS

While consultations are continuing through November and into December, feedback received to date from the UVic community has provided an excellent starting point from which to build new goals and strategies that will form UVic’s next strategic plan.

Phase 1 of consultation will close on Dec. 12 with a Campus Update hosted by the president. At that meeting he will share what we have heard so far and some early indicators of where the plan is going. This event is open to all and will commence at 12 p.m. in the atrium of the Continuing Studies Building.

Over December and January a small internal writing team will prepare a draft plan that will be shared with the UVic community in phase 2 of consultation in February/March 2018. Final approval of the plan will be sought in late spring 2018.

For more information about the strategic planning process, please visit uvic.ca/strategicplan.
APPENDIX A

Fall 2017 Consultations (completed and upcoming)

• Let’s Talk Teaching Forum
• Thoughtexchange engagement
• President’s Campus Update & Process Launch - September
• Board of Governors
• President’s Advisory Council
• Strategic Plan Academic Consultation Group
• Indigenous Academic Advisory Council
• Senate
• External stakeholders (Vancouver and Ottawa)
• Strategic Planning Advisory Group
• Aboriginal Service Plan community partners
• Joint Senate Board Retreat
• Executive Council Retreat
• Indigenous Elders
• UVSS Board and undergraduate course union reps
• Graduate Student Council
• VP Research Consultation
• VP Finance and Operations Consultation
• VP Academic Consultation
• VP External Relations Consultation
• President’s Campus Update - December