

# STRATEGIC FRAMEWORK IMPLEMENTATION REPORT 2018/19





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# Message from the president

It's my pleasure to present the first report on the implementation of the University of Victoria Strategic Framework 2018-2023 to the campus community.

Our framework was built through university-wide consultation and reflects the feedback and exchange of ideas that we had during the planning process. The framework resonates authentically with our history, values and strengths, but it's also a springboard to some ambitious and high-reaching goals for our future. It maps our directions, describes how we will align and coordinate our efforts to achieve maximum impact, and enhances our readiness to seize new opportunities.

This report honours our commitment to taking an accountable and transparent approach to implementation through the provision of annual progress reports to Senate, the Board of Governors and the UVic community. What's more, the following pages provide us with a great chance to highlight some of our collective accomplishments and successes in the first year of implementing the framework. As you scan through the metrics included in this report, you will see how we've excelled over the past year and also places where there are opportunities for further progress.

People are at the heart of UVic. The work of our talented faculty and staff is critical to realizing our vision to be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet. I want to take this opportunity to thank you for your contributions to a highly successful first year for the framework. Only by working together can we achieve our goals and deliver on our commitments.

I hope you continue to think big, to innovate, and to collaborate with colleagues from across campus to help bring our vision and the framework to life.

Sincerely,

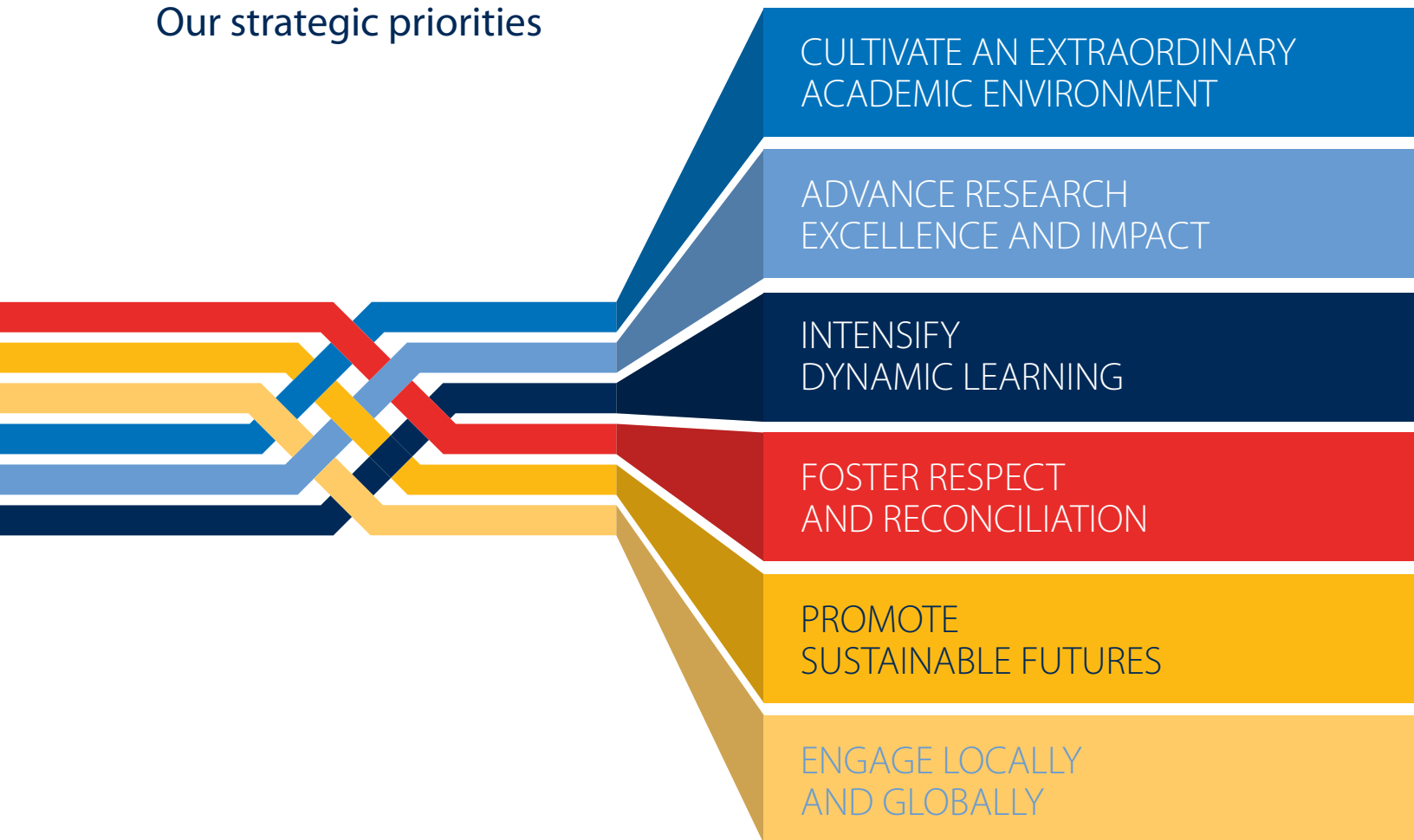
A handwritten signature in black ink, appearing to read 'Jamie Cassels', with a long, sweeping underline that extends to the right.

Professor Jamie Cassels, QC  
President and Vice Chancellor  
University of Victoria

# Background

The [University of Victoria's Strategic Framework 2018-2023](#) establishes the vision and direction of the university over the next five years. It outlines six key areas where we as an institution should focus our priorities, goals and efforts. While each area is articulated separately in the Strategic Framework, they all weave together to create a unified guide to our future.

## Our strategic priorities



## Embedding the Strategic Framework

In the first year of implementation, significant effort and emphasis has been placed on embedding the Strategic Framework across the entire university. All vice-president portfolios have hosted Strategic Framework-themed retreats and events, including the Academic Leadership Retreat, Strategic Framework Forum and Connect U. The priorities and strategies have also been incorporated into existing institutional planning processes, including Integrated Planning, Executive annual reviews, academic resource planning, and Strategic Enrolment Management.

To help kick-start implementation of the Strategic Framework, a series of strategic investments were made to enhance research impact and build partnerships, experiential learning, research-enriched teaching, graduate student support and more.

# Highlights from 2018/19

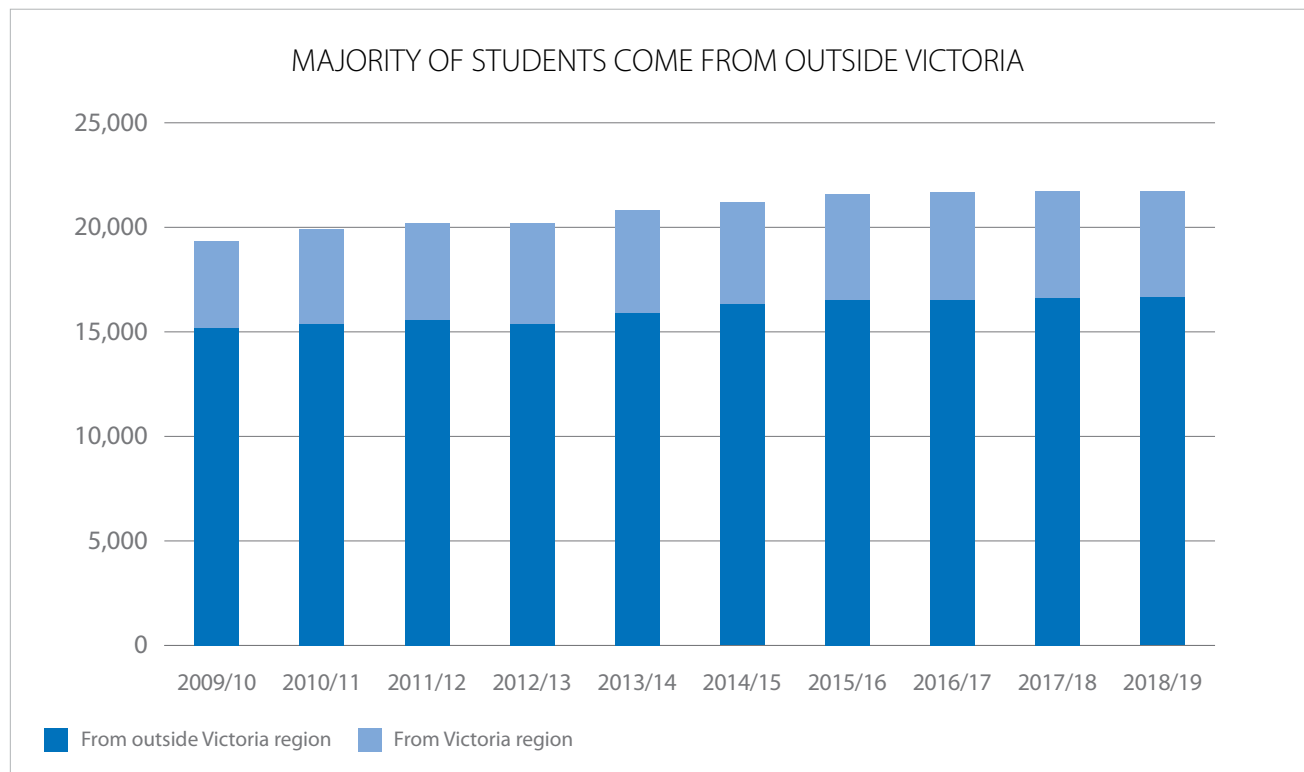
At the University of Victoria, we are deeply committed to contributing to a better future for people, places and the planet. The following graphs and examples, while far from a comprehensive account, demonstrate the progress we have made in the past year towards achieving our mission and goals, guided by our Strategic Framework and six strategic priorities.

Visit [uvic.ca/strategicframework](http://uvic.ca/strategicframework) for the online report, which includes additional metrics.

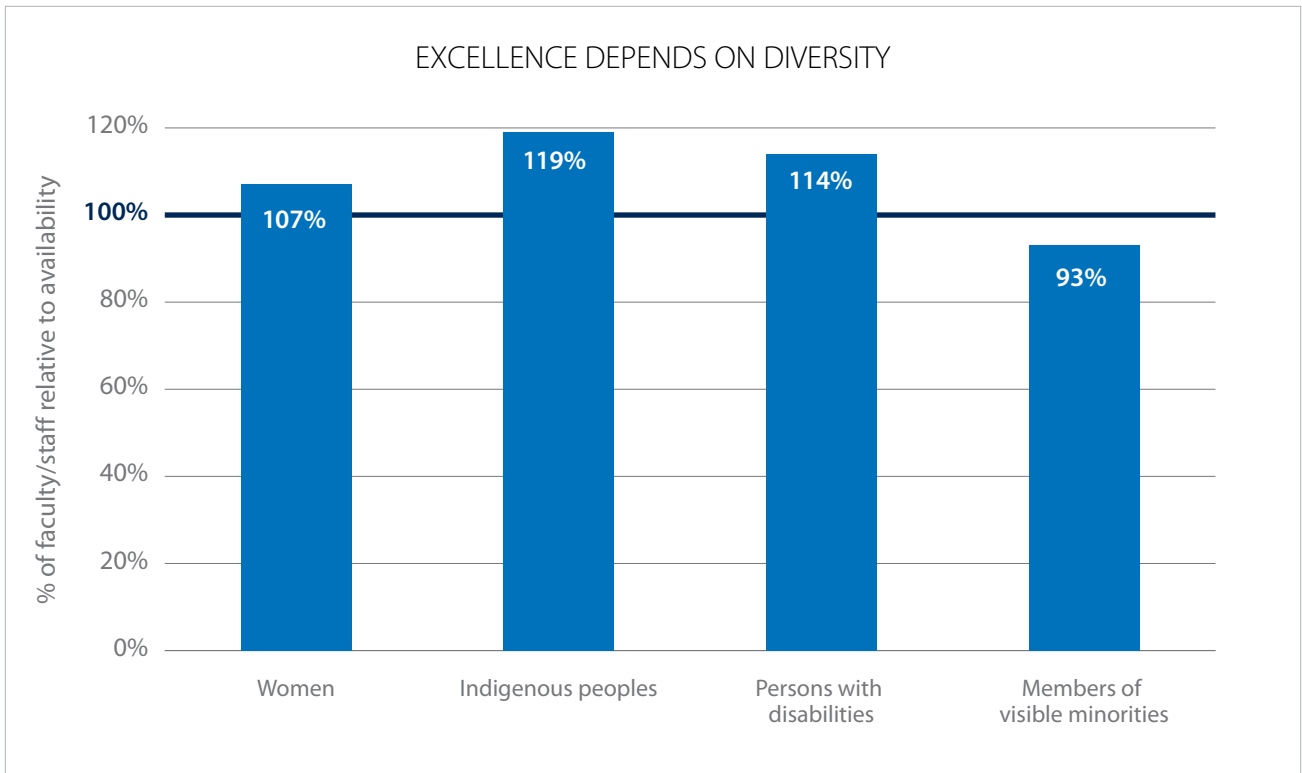
## CULTIVATE AN EXTRAORDINARY ACADEMIC ENVIRONMENT

**Our goal is to be recognized internationally as a university of choice for talented students, faculty and staff.**

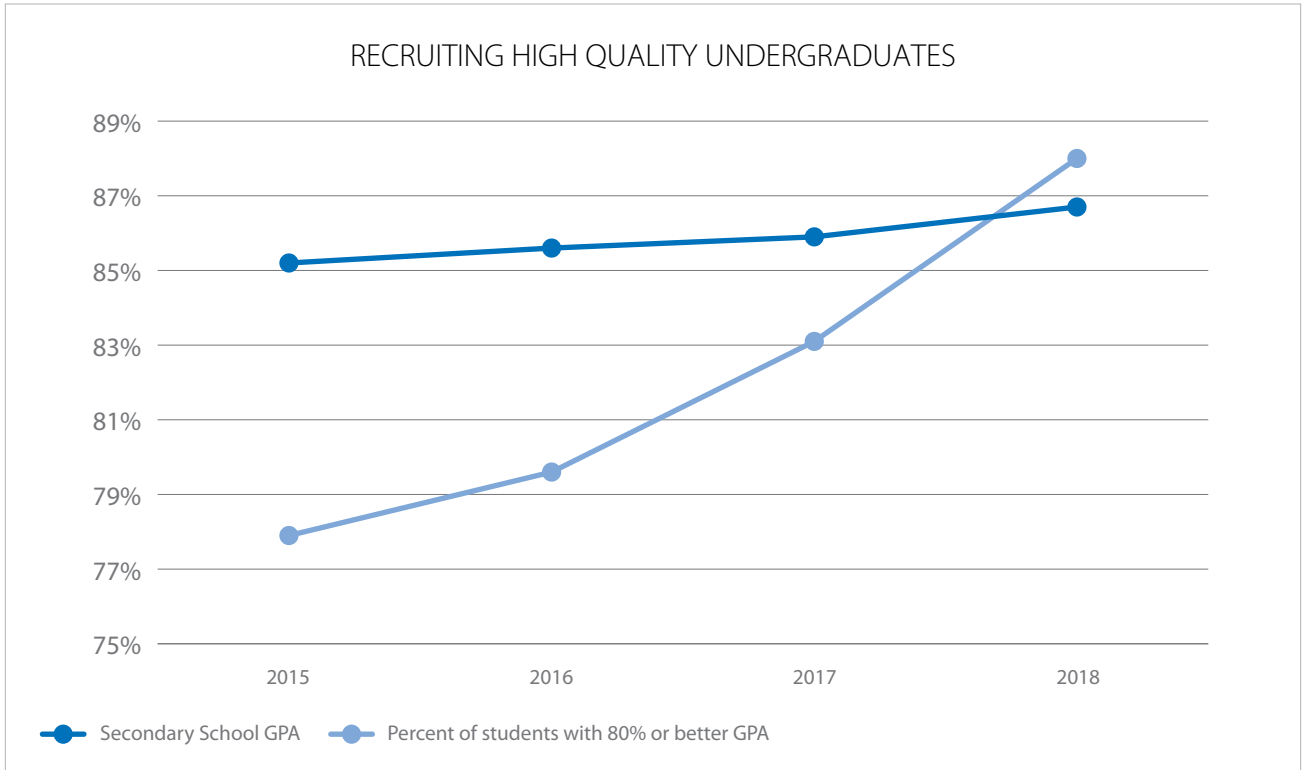
People make our university. That's why our institutional plans, including the recently launched Strategic Enrolment Management Plan, are positioning us to attract, support and develop a diverse community of talented students, faculty and staff. Through equity initiatives, we are building a better and more inclusive campus for everyone.



**Figure 1:** The majority of our students come from outside of the Greater Victoria Region. The student housing project currently underway will provide 620 additional beds for students and help make UVic a more welcoming place for new students.



**Figure 2:** The diversity of our faculty and staff is strong when adjusted relative to availability. We recognize that workplace availability is an indication of direction and not a goal, as availability is based on historical inequities. We actively encourage applications from members of groups experiencing barriers to equity so that we can increase the diversity of our faculty and staff populations.



**Figure 3:** By 2024, we aim to increase the percentage of first-time enrolling students who have an entering average of 80% or higher from 79% to 89%.

We launched our **Strategic Enrolment Management (SEM) Plan** in April 2019. The plan will guide university recruitment, retention and student success initiatives for the next 5-10 years. In the context of remaining about the same size, our commitments include recruiting the very best undergraduate students, diversifying our international undergraduate student population by geographic location and program of study, increasing our enrolment of Indigenous students, and increasing under-represented populations on our campus. We also aim to increase the proportion of graduate students.

UVic students and faculty continue to receive **prestigious external awards**. For the past four years, at least one UVic student has been among the 10 national recipients of the 3M National Student Fellowship—Canada’s top leadership award for students. Last year was the first time that three of the awards have gone to students from a single university, with three UVic students receiving fellowships. In the past year, UVic faculty members received a 3M National Teaching Fellowship, two E.W.R. Steacie Memorial Fellowships, one Pierre Elliot Trudeau Foundation Fellowship, and one Molson Prize.

UVic remains strongly committed to an **inclusive and safe campus**, and for the eighth time in as many years, UVic has been recognized as one of Canada’s Best Diversity Employers. Knowing that institutional and cultural change is challenging, gradual and ongoing, UVic continuously implements concrete actions that engage with intersectional understandings of inequity, discrimination and exclusion, integrated through our Office of Equity and Human Rights. We continue to implement the Employment Equity Plan, including expanding training opportunities for search committees.

A major achievement of the past year is the implementation of **sexualized violence prevention programs**. Training has been offered to over 1,600 faculty and staff on this important issue, and several in-person and online workshops have been offered to students on topics like bystander intervention. Work continues to further embed training and shift the campus increasingly towards violence prevention.

Work is underway to create a new **Health and Wellness Centre** to integrate physical health and counselling for students. The on-campus facility will advance UVic’s holistic model of student health and wellness by providing educational, collaborative and shared support spaces.

As a destination university in one of the most constrained rental markets in Canada, there is high demand for additional student housing. Work is underway on UVic’s largest construction project—a \$197 million expansion of our on-campus **student housing and dining facilities**. The project will provide 782 beds (620 net new) and will make campus a more welcoming, accessible and inclusive space for students.

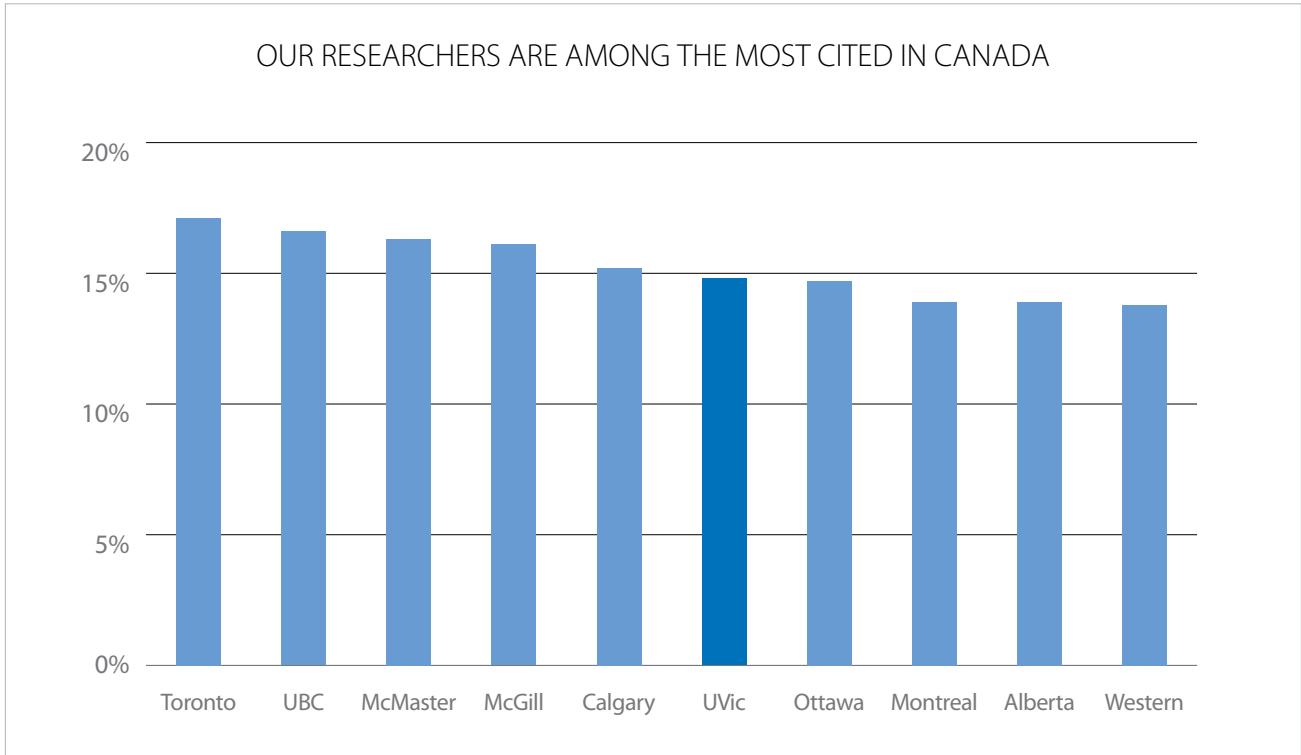
## ADVANCE RESEARCH EXCELLENCE AND IMPACT

**Our goal is to excel in diverse forms of research and creative activity and heighten our place in the top tier of the world’s research universities.**

We are consistently selected by ReSearch Infosource as one of Canada’s Research Universities of the Year, and work is ongoing to improve our international rankings. Our investments in capital projects, faculty positions and university-wide initiatives will foster high-quality collaborations and stimulate external research grants.

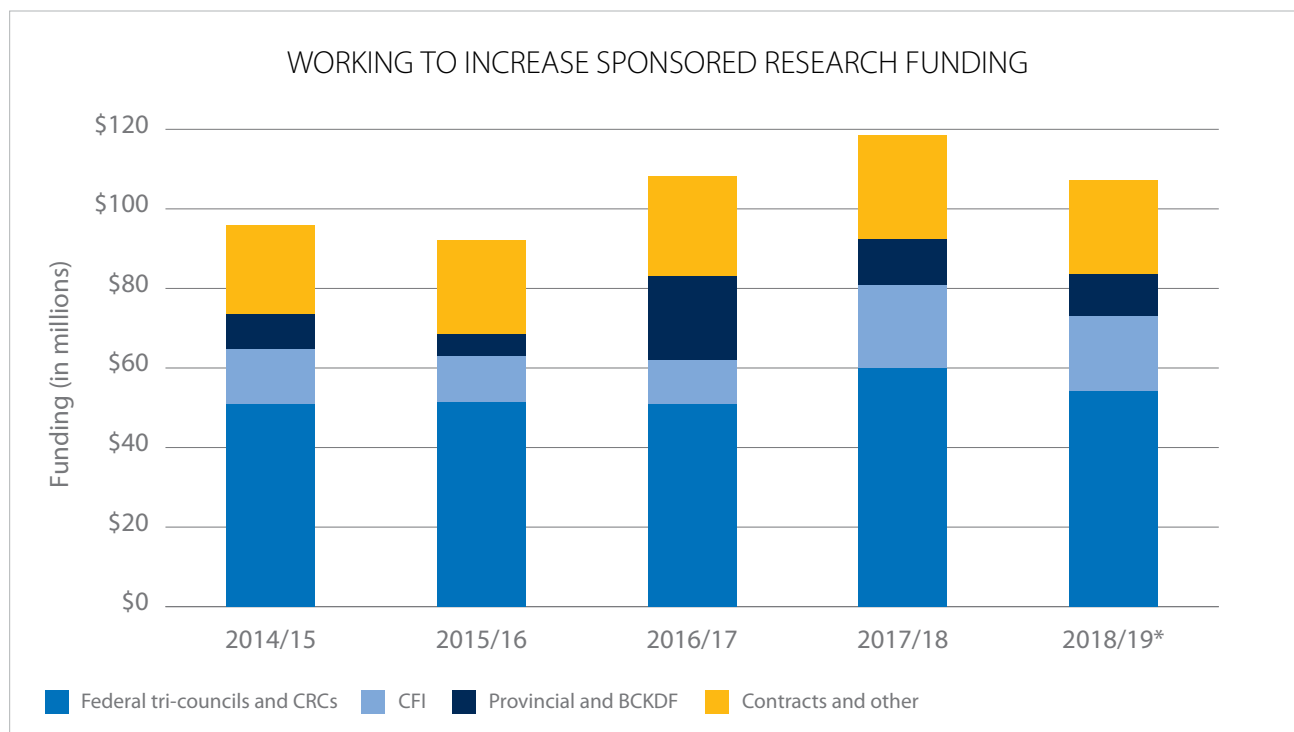


**Figure 4:** UVic is ranked as one of Canada’s leading universities, consistently outperforming our peers—especially for our size—according to rankings like QS and Leiden.



**Figure 5:** The 2019 Leiden Rankings rates the percentage of publications among 10% most cited in the field for 2014-17. We are outperforming larger Canadian universities for citation impact—an “unexpectedly strong showing” according to Higher Education Strategy Associates.





**Figure 6:** UVic has an approximately \$110 million a year research enterprise. While our sponsored research funding has decreased since last year, we are still seeing an upwards trend in monies received. In 2019, the federal government announced five-year funding of \$292.7 million for TRIUMF—the largest single investment in TRIUMF to date. \* Final figures are not available at the time of publication, so best estimates are provided.

UVic’s \$9.5 million **Ocean-Climate Building** at the Queenswood Campus officially opened in January, thanks in part to significant government funding. The complex provides physical space for collaborations among one of Canada’s largest concentrations of climate and ocean researchers. UVic hosts four research and knowledge-sharing institutes focused on ocean and climate: Ocean Networks Canada, the Pacific Climate Impacts Consortium, the Institute for Integrated Energy Systems, and the Pacific Institute for Climate Solutions.

A \$1.2 million investment will fund four **Strategic Framework Impact Chairs**—designed to recruit exceptional new faculty who will lead the way in priority areas identified in the framework for five years. There will also be 10 **University of Victoria President’s Chairs**—the university’s highest internal honour—to recognize current faculty who excel in research, teaching and engagement and who will help to advance all framework priorities. Additionally, we created **17 new faculty positions** in engineering, law, business, social sciences, science, humanities, and human and social development.

UVic now holds 41 **Canada Research Chairs** in the areas of health sciences, engineering, natural sciences, social sciences and humanities. We were one of only 10 universities to achieve the “Fully Satisfies” rating on equity, inclusion and diversity associated with the Canada Research Chairs programs. In 2018, we also welcomed a Canada 150 Research Chair in Materials Science.

According to recent QS rankings, UVic is third among all Canadian universities in citation impact per faculty member, and we are 97th in the world across all fields. Nationally, Maclean’s ranks us as tied in first place for **citation impact** among Canadian universities. In 2019, Leiden reported that UVic-based researchers wrote a higher proportion of top-performing papers based on international collaborations than any other university in North America. In the nine years the Leiden rankings have been released, UVic has claimed this spot eight times.

Starting this year, more than \$700,000 in **new graduate fellowships**, President’s Scholarships and Indigenous Fellowships will be awarded, allowing UVic to recruit and retain talented graduate students. A new \$150,000 initiative will fund up to 10 awards focusing on research-enriched teaching annually, providing financial support and professional training for graduate students and Post-Doctoral Fellows.

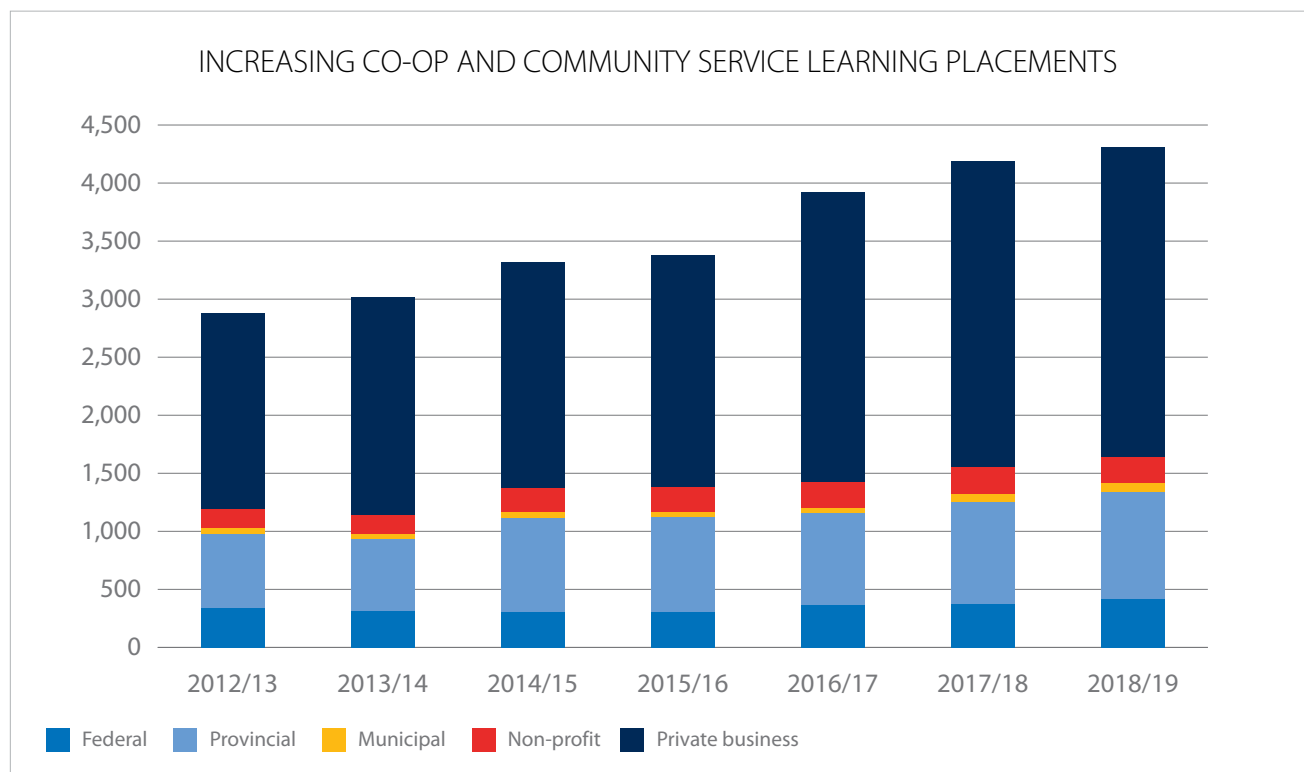
Consultative work is underway to enhance the quality and raise the profile of health research and academic programs at UVic. The new **Health Sciences Initiative** will develop a set of strategies for enhancing the quality and raising the profile of health research, health programs and related activities at the university.

## INTENSIFY DYNAMIC LEARNING

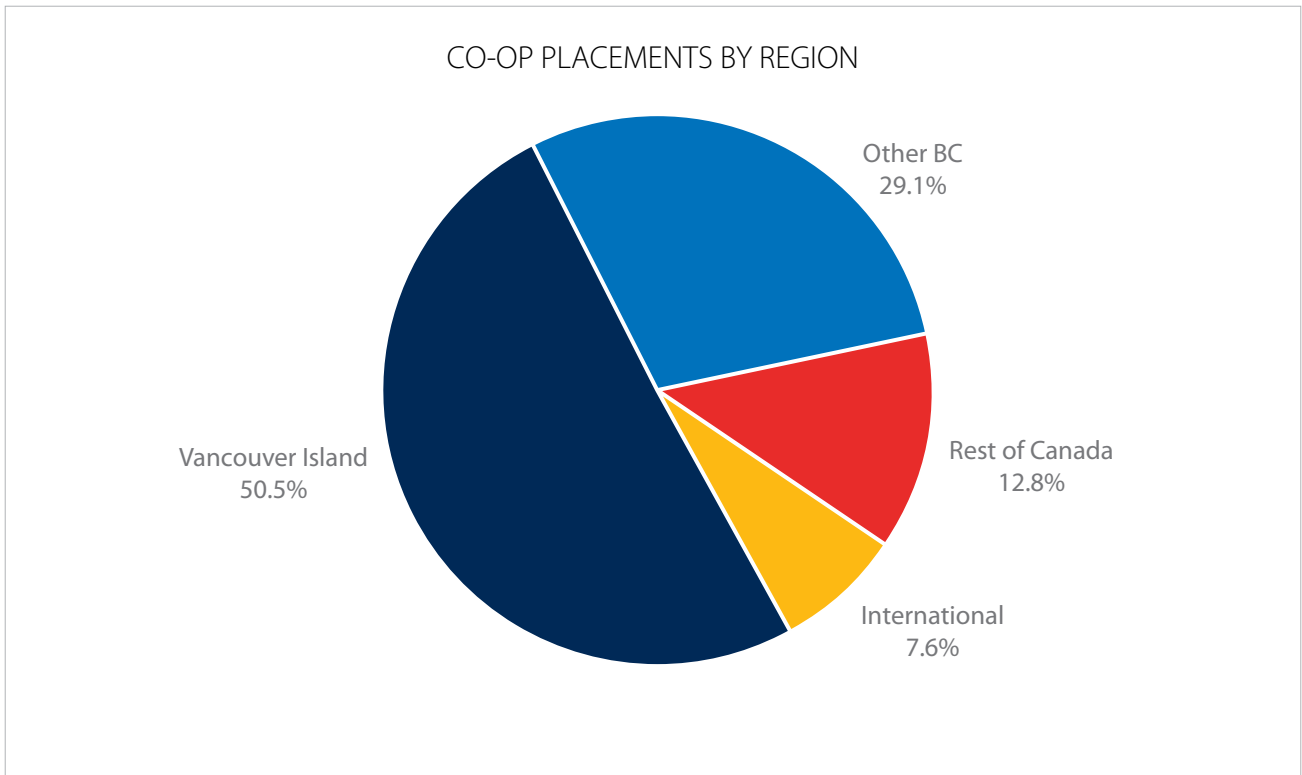
**Our goal is to be Canada’s leader in research-enriched and experiential learning.**

In order to ensure every student has the opportunity to engage in dynamic learning, we have made substantial investments directly in the faculties, strengthened our supports in experiential learning and community engagements, and explored new international opportunities. Our co-op program remains one of Canada’s largest and best established.

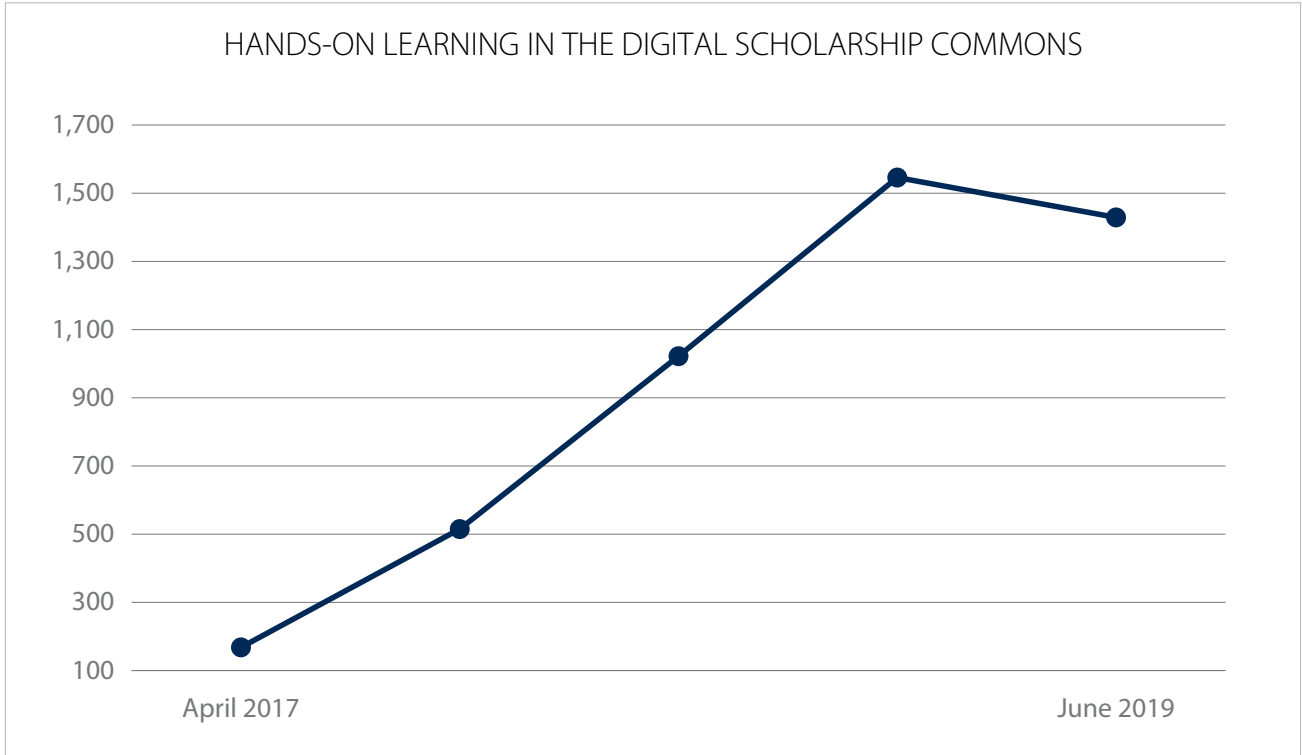
Last year, our **co-operative education program** created more than 4,000 domestic and international job placements for students across a wide range of employers, including government, non-profits and private businesses. Nearly three in four UVic co-op students receive an offer of employment before they graduate.



**Figure 7:** We continue to increase domestic and international co-op placements. The recent surge in placements can be partly attributed to higher engineering cohort numbers, as well as employer outreach and student engagement. Over 40% of UVic students participate in co-op.



**Figure 8:** British Columbia remains the most popular location for work-term placements, representing nearly 80% of all placements. International placements occur in 41 countries.



**Figure 9:** Since opening in April 2017, the Digital Scholarship Commons in the UVic Libraries has held over 300 workshops for more than 4,600 participants. The interdisciplinary space is open to students, faculty, staff and community members.

More than 6,500 students participate in community-engaged learning at UVic each year, and we offer over 1,300 community engagement initiatives in 85 countries. A new \$500,000 annual **Experiential Learning Fund** investment will enhance opportunities for students to participate in experiential learning with not-for-profit organizations and NGOs. Funding includes wage subsidies for co-op placements and travel subsidies for students engaged in opportunities outside of Victoria.

Recently, UVic was selected by the province to be the lead institution for distributing over \$9 million in **Work Integrated Learning** pilot projects in BC—to give students meaningful workplace-based learning opportunities.

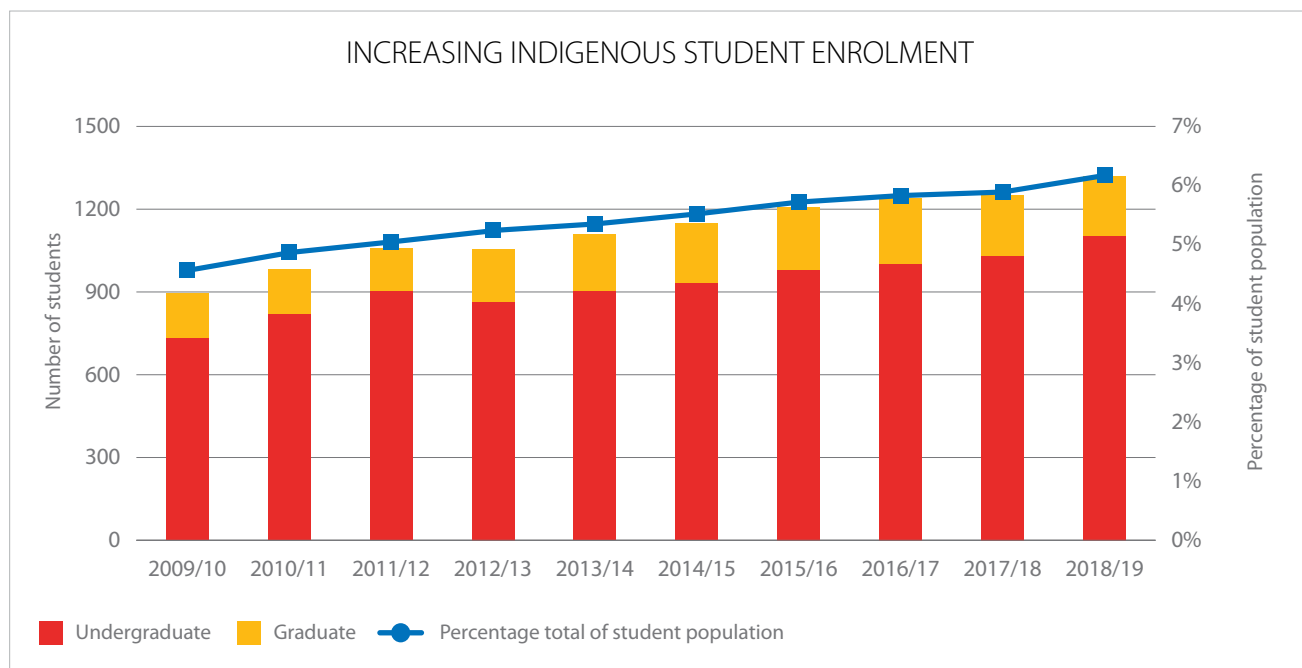
To meet student demand, UVic is investing in an **expansion to the engineering and computer science programs**, including new faculty and staff positions. Over the next year, we will finalize plans and work on securing capital funding to build an addition to the Engineering/Computer Science Building on campus.

We continue to develop and evolve high-quality **academic programs** that align with our strengths and directions. In the past year, we launched a new Indigenous law program, Certificate in Indigenous Language Proficiency and an Indigenous Studies Major. Our new Master of Engineering in Applied Data Science prepares students and professionals for high-demand careers that tackle large and complex data sets, and work is underway to deliver a Master of Engineering in Industrial Ecology.

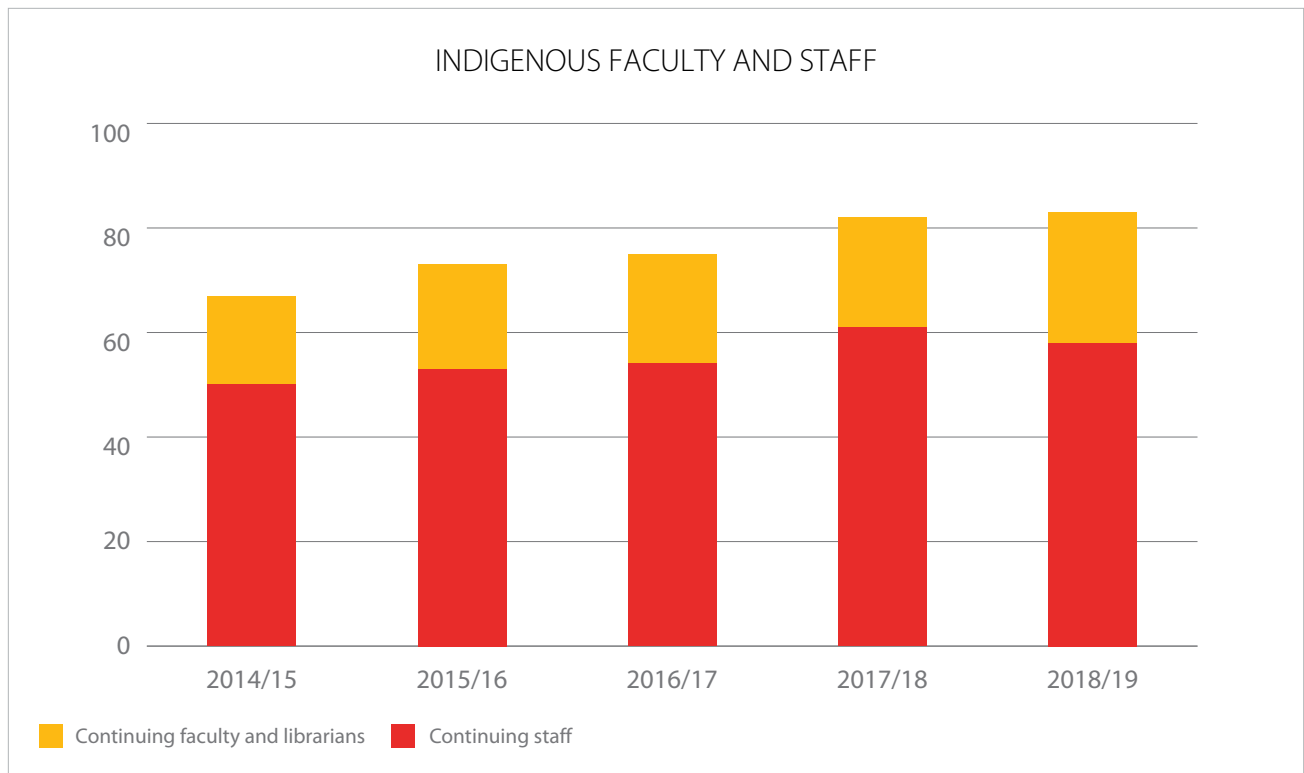
## FOSTER RESPECT AND RECONCILIATION

**Our goal is to be a global leader in creating opportunities for Indigenous students and advancing reconciliation.**

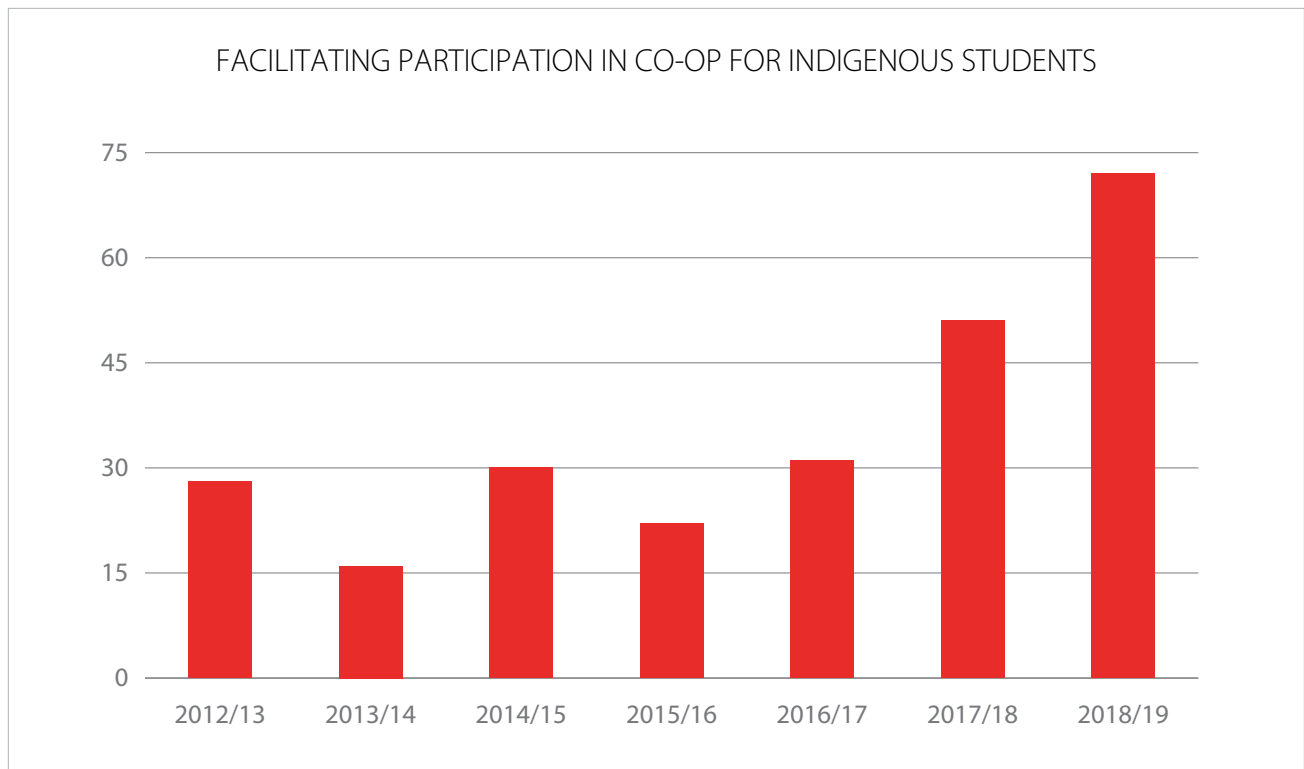
Launching the world’s first Indigenous law degree program and hosting the National Building Reconciliation Forum are just two of the significant steps UVic has taken this year towards becoming a global leader in creating opportunities for Indigenous students and advancing reconciliation.



**Figure 10:** Since 2009/10, Indigenous student enrolment has grown from 884 to 1,341—an increase of 52% over 10 years. As part of the SEM Plan, we are committed to doubling Indigenous enrolment over the next 10 years across all faculties.



**Figure 11:** UVic surveys all new employees in order to track the university's progress towards achieving an equitable workforce. Of those surveyed, 83 continuing faculty and staff have self-declared as Indigenous. We are working to increase the number of Indigenous faculty, staff and leaders at UVic by developing recruitment strategies across the university.



**Figure 12:** We have worked to increase support and opportunities for Indigenous students, including one-to-one support and culturally relevant co-op opportunities. In 2018/19, we expanded our award-winning International Indigenous Co-operative Education Program—the only one of its kind in the world.

In 2018, Elders, national and provincial leaders, scholars and members of the university community gathered to launch the **world's first Indigenous law program**. Graduates of UVic's joint degree program in Canadian Common Law (JD) and Indigenous Legal Orders (JID) will be able to pursue a career in common law enhanced with a deep understanding of Indigenous legal knowledge. In 2019, the federal government committed to providing \$9.1 million in funding to help us build a new national centre for Indigenous law and reconciliation, which will house the program as well as the Indigenous Law Research Unit.

UVic welcomed 250 participants to the highly successful fourth **National Building Reconciliation Forum** in 2018, in partnership with Universities Canada. The annual gathering explored how universities, government and Indigenous communities can work together to answer the Truth and Reconciliation Commission's Calls to Action.

Since the launch of our Indigenous Plan, UVic has created or expanded several pathway opportunities for students, including the **Indigenous Youth 3C Challenge**—a non-credit entrepreneurship program to encourage Indigenous youth to engage in the economy on their own terms—and **Indigenous Student Mini-University**—a week-long summer camp that gives BC youth a taste of university life.

Indigenous students have accessed 19 new **awards and scholarships** funded by donors since fall 2017. Coupled with Faculty of Graduate Studies funding, this totals more than \$1.8 million in new financial support for Indigenous students.

In the past two years, we appointed five new **Indigenous faculty members** to tenure-track positions in humanities, law, nursing and public administration, and we created a Department of Indigenous Education in the Faculty of Education. We also hired 20 **Indigenous staff members** across the university.

Our **Indigenous Cultural Acumen Training** expanded in 2018/19, offering a total of 22 sessions to 637 participants across campus.

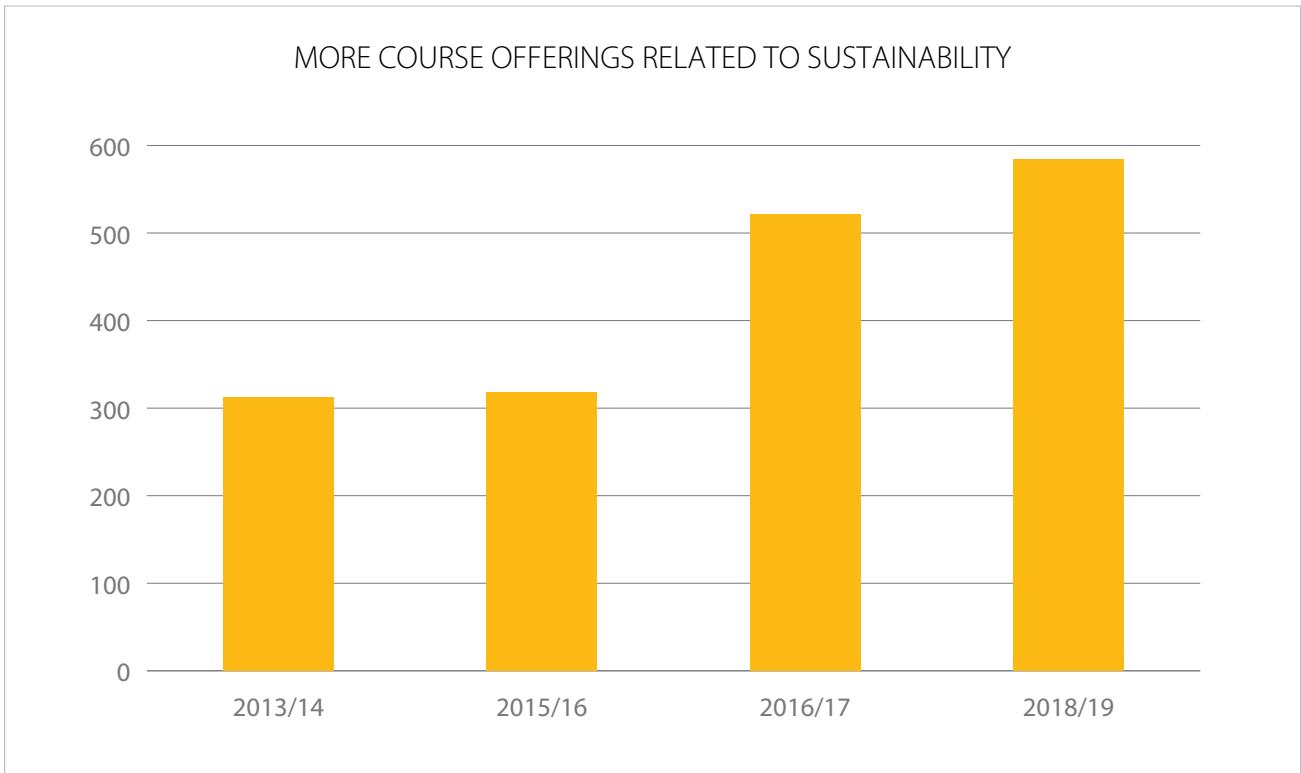
The **Indigenous Community Engagement Council** met for the first time in April 2019. The council will advise the UVic President on matters related to Indigenous education and research, the educational goals and aspirations of Indigenous communities, and the promotion of mutual understanding and respect between the university and local Indigenous communities. The council, which includes Indigenous community leaders from around Greater Victoria, will meet biannually to support UVic in the implementation of the Strategic Framework and Indigenous Plan.

Consultation with Indigenous leaders and Elders is currently occurring for several new **capital projects**, including the Campus Greenway, student housing and dining facilities, and national centre for Indigenous law and reconciliation.

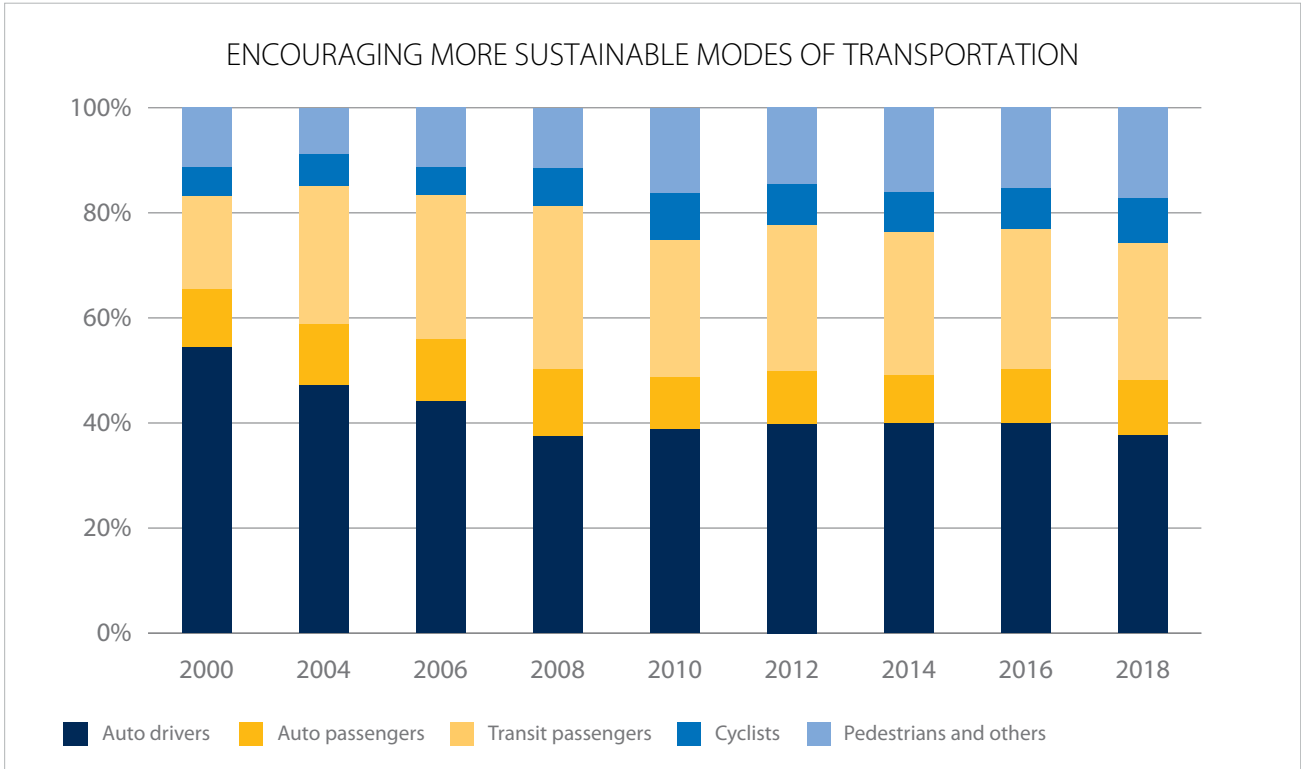
## PROMOTE SUSTAINABLE FUTURES

**Our goal is to be a global leader in environmental, social and institutional sustainability.**

Our faculty and staff are passionate about tackling real issues related to climate change and the environment, as well as promoting sustainability through research, partnerships and campus operations. We continue to be recognized as one of Canada's Greenest Employers, and STARS ranks us in the top 100 of the world's greenest employers for doctoral institutions—9th in North America.



**Figure 13:** We continue to ensure that our students have opportunities to engage with issues, principles and practices that support social and environmental sustainability. In 2018/19, nearly 600 courses were offered in various disciplines. Note that data is not collected every year.



**Figure 14:** Since 2000, we have seen a decrease in the overall percentage of automobile drivers to and from campus. Our new Campus Cycling Plan provides a strategy on increasing cycling transportation, including improvements to the bicycle network, bicycle parking, end-of-trip facilities and access to campus.

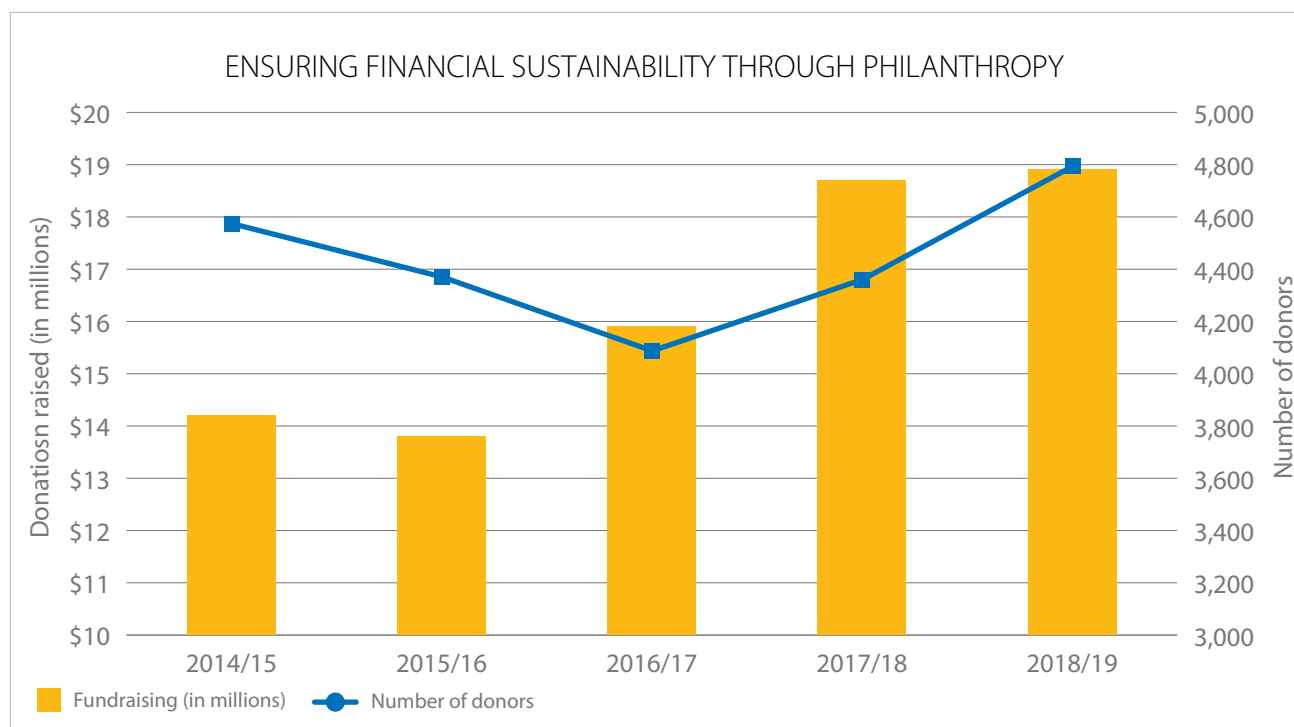


Figure 15: Every year we set ambitious goals to increase funds raised from donors, helping to ensure our financial stability. This year, we raised nearly \$19 million from 4,795 donors.

Over 130 faculty and researchers across 30 academic departments are engaged in **sustainability research**, including the School of Environmental Studies, the School of Earth and Ocean Sciences, the Department of Geography, and the Centre for Social and Sustainable Innovation in the Gustavson School of Business. In 2018/19, we offered nearly 600 **undergraduate and graduate courses** that included sustainability themes in various disciplines.

Over the coming three years, we will review, renew, expand and recommit to the **Campus Sustainability Action Plan** and continue to carry out campus development, operations, academics and research according to the highest standards of sustainability.

Our first **Campus Cycling Plan**—designed to create a more bicycle-friendly campus—was approved in 2018 following significant campus-wide consultation. The plan is an important step towards our goal of increasing sustainable modes of transportation to and from campus. For this, we received the New and Emerging Planning Initiatives merit award from The Canadian Institute of Planners.

The new high-efficiency **District Energy Plant** will be the backbone of campus heating when it comes online this year. With its new natural gas boilers, it is expected to result in about a 10% reduction in energy use and greenhouse gas emissions. All nine buildings constructed on campus in the past 12 years have been LEED Gold certified.

Design and construction for the new student housing and dining project is targeting both LEED Gold and **Passive House** standards—a rigorous world standard for sustainability and first for UVic, using up to 80% less energy than standard buildings. It is anticipated to be one of the largest Passive House buildings in Canada.

Our **five-year development plan** is advancing the culture of philanthropy on campus and in the community, helping to ensure the financial sustainability of the university. This year, we raised nearly \$19 million from 4,795 donors—surpassing our fiscal goal of \$16 million. We continue to build valuable relationships with new donors to grow and diversify our resources through philanthropic efforts.



## ENGAGE LOCALLY AND GLOBALLY

Our goal is to be a preferred partner and leader in local and global engagement.

UVic researchers, faculty, staff and students continue to foster strategic relationships and mobilize knowledge, locally and globally. We have strengthened our connections to the community through on- and off-campus initiatives and are working to enhance our reputation, building off and on the tremendous success of our faculty and alumni and using The UVic Edge to position ourselves to the world.

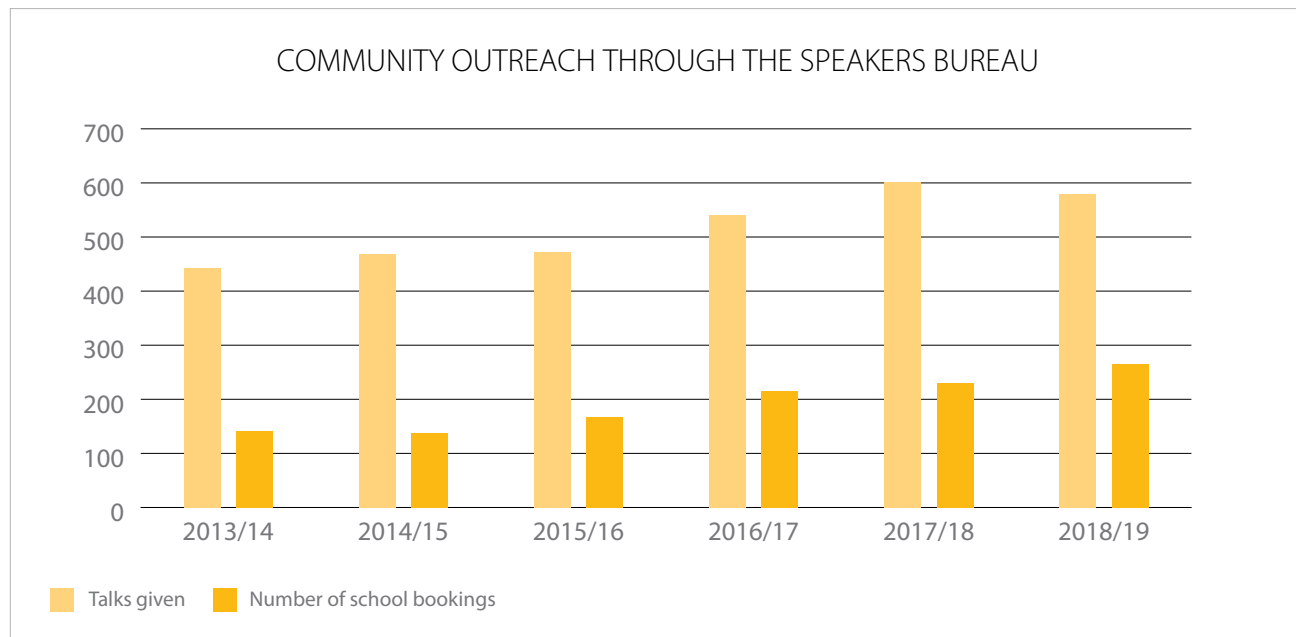


Figure 16: Over the past six years, in addition to increasing Speakers Bureau talks and bookings, we have also increased the number of people reached, from 14,000 in 2013/14 to 19,000 in 2018/19.

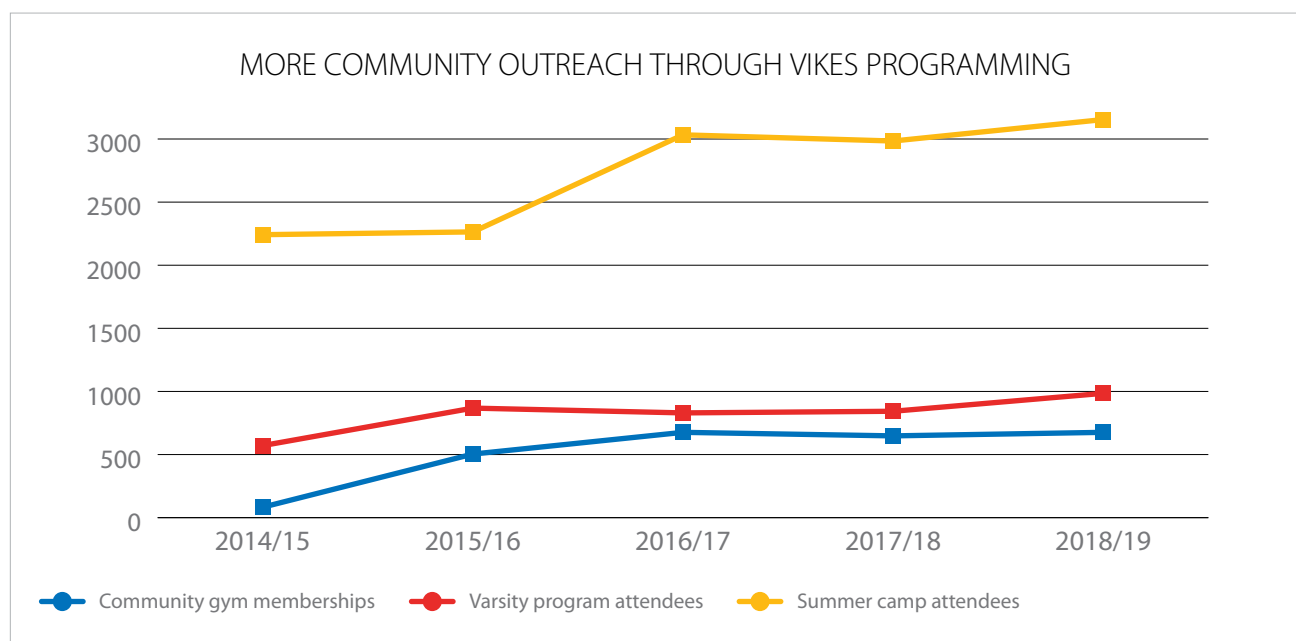


Figure 17: Through Vikes Athletics and Recreation programming, we are making more connections with community members. In five years, our community gym memberships have grown by 714% (in large part thanks to CARSA), our Vikes youth summer camps by 41%, and our varsity programs (which include varsity-run training programs, clinics, camps and tournaments) by 73%.

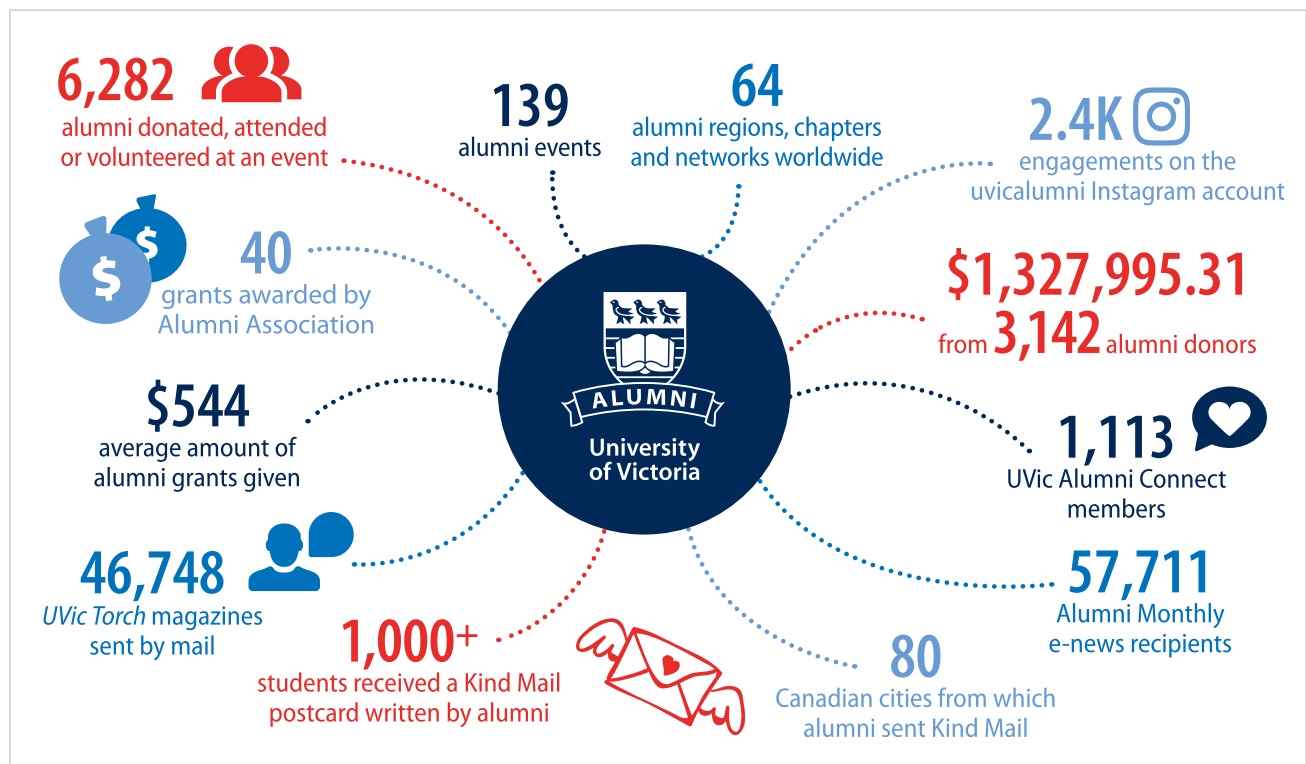


Figure 18: There are 128,726 UVic alumni living in 131 countries, from Argentina to Zimbabwe, and we engage with them in various ways. Strategic alumni engagement leads to strengthened connections with communities and businesses.

During the 2018/19 **Speakers Bureau** season, volunteers gave 580 talks in Greater Victoria, reaching approximately 19,000 people. Nearly half of those talks were in K-12, the highest total proportion ever for this group. Measured by number of bookings and audience size, the last five years have been the most successful in the program's 38-year history.

New structures, processes, people and resources are already being put in place to help advance community-university engagement at UVic. We are developing a **Community University Engagement Action Plan** and in the coming months we anticipate opportunities to engage the campus further, including campus conversations and possibly workshops.

The Faculty of Fine Arts offers over 150 **community events** a year, from concerts and theatre performances to readings and exhibits. This year, our Farquhar Auditorium celebrated 40 years of being an important cultural centre on campus for our broader community. Thanks to innovative programming, promotional efforts and new branding, we saw an overall increase in presenting series attendance and a 35% increase in revenue.

The recently published **Communications and Marketing Plan** includes strategies to further communicate our strengths and build our reputation nationally and internationally. We are currently working on a complete redesign of the UVic website, set to launch in early 2020, which will improve the online experience for all of our audiences—including prospective students, donors and partners.

We have seen increases in several **international student mobility initiatives** since implementing our International Plan. In 2018, we increased the number of outbound international student exchanges by 9% and inbound student exchanges by 17%. Thanks to 18 new partnerships with international institutions to support faculty and student exchanges for teaching and research, we now have 216 active agreements. We also offered 27 international field schools.

UVic grants about 5,000 degrees per year, and our **alumni** continue to have an impact locally and globally. UVic writing alumna Esi Edugyan won the 2018 Scotiabank Giller Prize and is one of only three authors to twice win the prize. *The Globe and Mail* named her 2018 Artist of the Year. Increasing the engagement of our alumni strengthens our connections with communities and creates lifelong ambassadors.

## A final thought

In our first year implementing the Strategic Framework, we have made great progress toward achieving many of our goals. Guided by the framework, UVic will continue to deliver on our commitments to our people, partners and local and global communities. If we can accomplish all of this together in one year, imagine what we can do in five.

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