



University
of Victoria

Centre for Asia-Pacific Initiatives
Strategic Plan
2023 - 2028





We acknowledge and respect the Lək̓ʷəŋən (Songhees and Esquimalt) Peoples on whose territory the University stands and the Lək̓ʷəŋən and WSÁNEĆ Peoples whose historical relationships with the land continue to this day.

Centre for Asia-Pacific Initiatives Strategic Plan 2023

Executive Summary

In 1988 the Centre for Asia-Pacific Initiatives (CAPI) became the first Senate-approved research centre at the University of Victoria. Mindful of the importance of the Asia-Pacific region to Canada, CAPI's supporters—the Dorothy and David Lam Foundation, the Federal Secretary of State and the Provincial Government of British Columbia—provided the financial support needed to turn the idea of an Asia-Pacific focused centre into reality. Since its inception, CAPI has acted as a vital link between the University of Victoria (UVic) and the Asia-Pacific region, providing programming and research initiatives that have brought together scholars from the region with those from UVic.

In 2023, thirty-five years after CAPI's establishment, the importance of the Asia-Pacific region, (including the Indian Ocean region) to Canadian interests and global affairs has only grown in significance. CAPI continues to be one of the most active and dynamic Asia-focused research centres in the world. To embrace this role and ensure the centre's continued success, CAPI needs to be attentive to changes within the University and the territories on which it is based, the priorities of the BC and Canadian governments, and geopolitical changes and developments in Asia. It also needs to consolidate its leadership role in creating space for innovative methodological, theoretical, and—especially—interdisciplinary, approaches to researching emerging questions and challenges. This strategic plan reflects the first steps toward these changes.

In preparing this strategic plan, we consulted extensively with dozens of CAPI's stakeholders across campus, in the community, and globally, and we convened a one-day working retreat with CAPI staff, researchers, and supporters in April 2022. While we have reaffirmed, with minor changes, CAPI's vision and mandate as set out in our 2012 strategic plan, we have revised CAPI's values to take into account our growth and development as a community of researchers and the changes in our broader environment. We affirm our commitment to supporting the existing and evolving aspirations of the University, particularly in support of its key strategic plans, including 'Discover UVic', the Indigenous Plan 2023, the research strategy (Aspiration 2030), and global strategy. Our strategic plan highlights five aspirations, and sets out our projected outcomes under each aspiration as well as concrete goals to achieve those ends.



Vision

Through the continued excellence of its research and programming, CAPI will be recognized as the pre-eminent Asia-Pacific focused academic centre globally. The Centre will engage with institutions, civil society and leading scholars at the University of Victoria and across the world to facilitate meaningful relationships that will address the complexities of today's world.

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 researchers and programming, CAPI will be a catalyst for the creation, recognition and dissemination of knowledge concerning issues affecting the region.

Values

We are welcoming, engaging, supportive, collaborative, community-oriented, respectful and entrepreneurial.

We value academic freedom and autonomy, creativity, inclusivity, intellectual and ethical integrity, courage, collaboration and diverse perspectives.

Our research is open, interdisciplinary, innovative, co-creative, participatory, ethical, visionary, transformative, and impactful.

LEADERSHIP IN RESEARCH:

CAPI inspires creative, innovative research engaging a diverse community on complex issues in Asia.

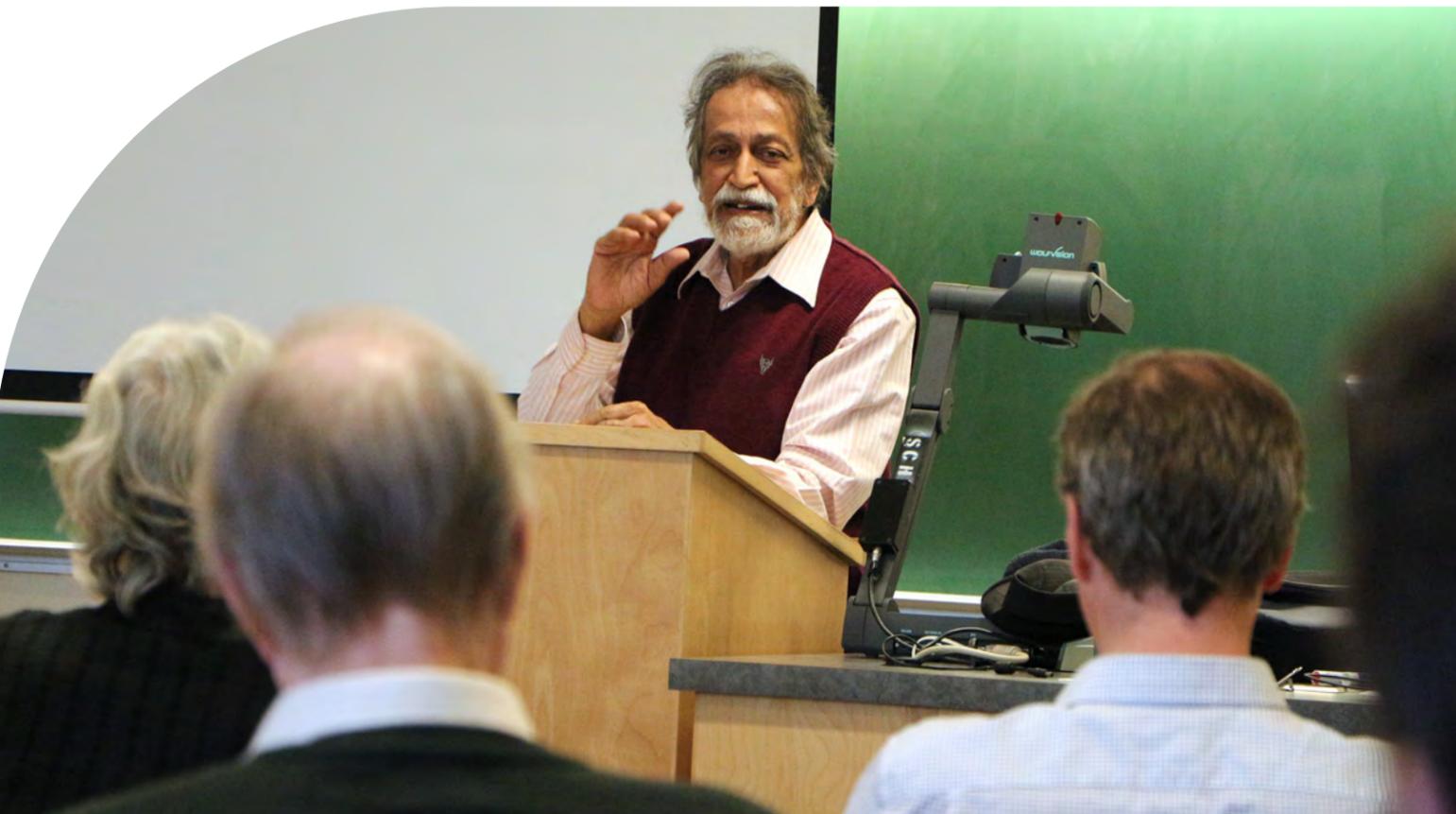
GOALS

CAPI will attract researchers from around the world who come to pursue collaborative research projects by:

recruiting researchers and graduate students from around the world

supporting researchers and graduate students from institutions/countries with limited resources

investing in and **facilitating** collaborative, interdisciplinary, complex, cross-cutting research



CAPI will foster a diverse research community that encourages robust, respectful exchanges by:

recruiting researchers from multiple disciplines; **building** teams with mixed research methods

identifying and supporting **thematic research clusters** that draw on our community's strengths

protecting academic freedom and institutional autonomy while engaging external partners

cultivating **research networks** through academic conferences and workshops as well as less formal exchanges such as reading groups, film screenings, current affairs discussions, and cultural events

CAPI will encourage curiosity for its own sake and facilitate projects that have a positive social impact by:

supporting a **wide range of projects**, including those that hold the potential for social impact

encouraging both senior scholar-led and graduate student-led projects, supporting **networking and mentorship**

facilitating research projects, grant applications, and conferences that highlight Asia's place in the world and **promoting social and environmental goals**, such as sustainable development and Indigenous rights in Asia

disseminating research through journals, in-person and online events, social media, blogs, training, and educational activities

RESEARCH COMMUNITY:

CAPI works with researchers and partners in a spirit of creativity and critical engagement

GOALS

CAPI will foster diversity, engaging varied communities and constituencies by:

continuing to collaborate with established **internship program** partners while cultivating new ones

creating **regional clusters** that focus on thematic cross-cutting issues in Asia

Collaborating with **other centres and institutions**, and co-hosting regular events such as panels, workshops, symposia, and conferences, ensuring diversity of participant involvement

CAPI will create an inclusive, transparent, and respectful environment of collaboration by:

providing opportunities for critical engagement among faculty, students, researchers, partners, and community members through regular CAPI programming

providing opportunities, such as internships and other **experiential learning opportunities**, to students from diverse backgrounds

partnering and **collaborating** with organizations in Asia that embrace diversity



CAPI will facilitate collaboration among its partners and community members by:

generating opportunities for **interdisciplinary engagement** among scholars, researchers and community members through panel discussions, publications, symposia and conferences

creating collaborative programs and projects that focus on challenges in, or relevant to, Asia

providing opportunities for faculty and student **mentorship**

supporting internship program partners

'ASIA@CAPI'

CAPI is the University's intellectual home for everything Asia-related.

GOALS

Ensure that CAPI is known as the first point of contact across the University for Asia-related matters by:

promoting and **showcasing** CAPI's major initiatives within the University

engaging with University leadership (especially the AVP Research and AVP Global Engagement), through faculty council meetings, and faculty and student orientations

securing a place on key University-wide committees and initiatives relating to Asia

presenting regularly at key committees at the senior management level, especially those focused on the University's global engagement

briefing senior leadership on key developments in Asia, offering ideas and proposals

supporting UVic's strategic goals (research, global, Indigenous) as they relate to Asia

CAPI will connect researchers who are working on Asia across the UVic campus and beyond by:

hosting events and developing programs to encourage **community-building** among Asia-focused researchers across campus, with CAPI as a home

presenting at new faculty and graduate student onboarding/orientation events

connecting UVic to **Indigenous research in Asia**, in collaboration and consultation with Indigenous constituencies and partners across campus

meeting regularly with the **library**, strengthening its **Asia collection**, including research on Indigeneity in Asia

using **communications and social media** creatively to build and maintain a sense of community

CAPI will integrate its research into teaching activities across the campus by:

connecting with undergraduate students conducting research on Asia.

hosting **graduate seminars** and colloquia, and developing research intensive courses

supporting and promoting **student mobility** through existing/new internships and field schools



INSPIRED PEOPLE:

CAPI attracts a diverse, dynamic, and talented group of faculty, students, and staff.

GOALS

Enable CAPI's chairs, researchers, and students to engage proactively with a diverse community within and beyond the academy by:

filling **research** vacancies with individuals who possess strong research credentials as well as a track record of collaboration, especially **across disciplines**

facilitating the **expansion** of CAPI-based researchers' **professional networks**, both domestically and internationally, and across academic and non-academic (e.g., government, NGO) communities

fostering an **intellectually stimulating** and inviting **work environment** that attracts the highest quality faculty, students, associates, senior research fellows, and visitors

Make CAPI a central node in a network of UVic researchers and students whose interests span the Asia-Pacific region by:

creating a **database** of UVic faculty doing research in or about the Asia-Pacific/ Indo-Pacific region

hosting an annual CAPI **forum** that extends to the wider University community to engage scholars with CAPI programming opportunities

providing **conference seed funding** to UVic faculty through an annual competition to facilitate collaborative and synergistic programming

continuing to provide and seek **targeted funding** to support faculty and student fellowships



CAPI will provide a collegial work environment that fosters creativity by:

ensuring that training and professional **career development** are provided for all staff

promote a **welcoming environment** consistent with CAPI's values

develop and implement work-related policies that enable staff to achieve their **fullest potential**

RESOURCE SUFFICIENCY

CAPI has reliable and sufficient resources that it uses effectively to meet the goals of this plan.

GOALS

Ensure that CAPI has a steady stream of external resources that contribute to and supplement its base funding and Chair endowments by:

- providing support and **seed funding** to CAPI researchers seeking external funding
- continuing to seek **external funding** to support CAPI's internship and dynamic learning programs
- creating new **revenue generating** training programs and expand existing programs (e.g., training and professional development) at CAPI
- offering CAPI appointments to faculty seeking or leading major **externally-funded** projects

CAPI will use its resources effectively to further expand Asia-Pacific research by:

- continuing to **contribute to various UVic units** to support their Asia-Pacific research and programs
- ensuring the responsible use of CAPI's funding to support **professional development** of CAPI's researchers and staff members
- applying accumulated funds towards the launch of **thematic programs**
- continuing to provide resources needed to maintain CAPI's international **internship program**
- supporting dynamic **student engagement** in the Asia Pacific region, including field schools





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