

CULTURE OF CHANGE & TRANSFORMATION



We aspire to create a culture of courage, trust, curiosity and flexibility that will advance our quest to solve big problems and create powerful, positive change. New ideas can change everything—and **Xəçiqəł nəwəl | XEĆINEĒNEUEL | Actively planning and problem solving** teaches us to engage deeply with challenges and opportunities. Cultivating change means having the courage to take risks, embrace new ideas, and be open to learning and trying things in new ways. A culture of innovation becomes possible with trust between people, and across disciplines and areas of expertise.

GOALS

Supporting collaborative approaches to innovation in our research, knowledge mobilization, experiential learning programs and operations.

Fostering adaptable, creative policies, governance and uses of space and resources to grow transformative ideas, partnerships, education and communities of practice.

Creating a culture of trust, respect and collaboration that will attract and support curious, courageous people who are driven to engage, solve, teach and learn.

Embracing risk-taking in the pursuit of knowledge, creativity and impact for all university activities.

PARTNERING FOR A SHARED FUTURE



ʔəy nəwəl ʔist | ÍY,NEUELIST | Moving forward together for the good of all instructs us to come to the table as engaged and authentic partners. We actively co-create inclusive, values-based partnerships that are reciprocal, mutually beneficial and long-lasting. We acknowledge that lived experiences and diverse knowledge systems are essential in finding solutions to the challenges facing society and the planet. Working with internal and external partners, we will engage in collaborative partnerships that contribute to community, society and the planet.

GOALS

Cultivating a culture of partnership so our university community and the communities we serve experience it as a defining cultural element at UVic—we are an open, responsive, supportive and preferred partner.

Transforming systems, structures and processes to create the ideal ecosystem for partnerships to flourish.

Responding to our partners' needs and opportunities by sharing insights and connections across communities.

Advancing and strengthening interdisciplinary and interdepartmental opportunities to provide new teaching, learning, research, creative works and service solutions.



[Read the full plan](#)

DISTINCTLY

UVVIC

A STRATEGY FOR THE UNIVERSITY OF VICTORIA | 2023 FORWARD



uvic.ca/strategicplan

OUR PURPOSE, PLEDGE & PRINCIPLES

Our purpose

Inspired by and honouring place, we are a community-minded, globally engaged university where we transform ideas into meaningful impact.

Our pledge

We pledge to hold ourselves accountable to ʔetal nəwəl | ÁTOL,NEUEL by respecting the rights of one another, being in right relationship with all things and by upholding the rights of Indigenous Peoples.

Our principles

Operating with excellence

We will pursue excellence in the way we teach, research, engage with the community and operate.

Contributing to change

We will make meaningful contributions to social, cultural, economic and environmental progress.

Upholding Indigenous ways of knowing

We will embrace and continuously promote Indigenous ways of knowing and being, with good hearts and minds.

Creating a welcoming space

We will cultivate an environment that is inclusive, equitable and supportive. UVic will be a place where each person feels like they belong.

Making room for risk-taking

We will nurture a culture that fosters trust, respect and accountability—where curiosity, courageous action and an openness to challenge are valued and encouraged.

Honouring lifelong learning

We will support learners through their lifelong educational journey, providing the skills and knowledge needed to reach their goals.

Lifting each other up

We will commit to helping people succeed in their endeavours, because we know that purpose and fulfillment are foundational to the fullest expression of human well-being.

Adding value when we join others

We will work to ensure our engagement with every partner is respectful, relevant and responsive through thoughtful dialogue and shared goals.

Priorities that define and unite us

ʔETAL NƏWƏL
ÁTOL,NEUEL



ʔetal nəwəl | ÁTOL,NEUEL | Respecting the rights of one another and being in right relationship with all things reinforces UVic's commitment to implement core local, national and international responsibilities and calls to action that support the rights and sovereignties of Indigenous Peoples. It calls on members of the UVic community to understand and respect the laws, protocols and peoples of the local Nations.

GOALS

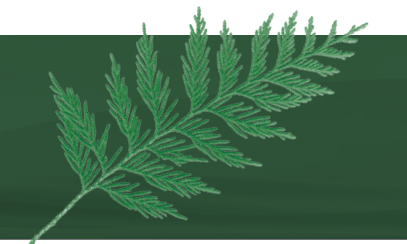
Sharing the work of creating an environment that supports Indigenous students, staff and faculty with the entire university community—supported by accountable practices and policies in all areas of our teaching, research and operations.

Ensuring the sustainability of all new and existing Indigenous programs and services.

Honouring the aspirations, laws, languages and sovereignties of local Nations through continued partnerships and relationship-building.

Taking responsibility for ensuring institutional structures and systems are accountable to the spirit of ʔetal nəwəl | ÁTOL,NEUEL and informed by Čələŋən | ČELĀNEN | Our birthright and teachings.

PEOPLE, PLACE
& THE PLANET



Our current social and environmental context clearly demonstrates the urgent need to solve the issues threatening the well-being of Earth and all beings living here. The teaching of Sʔəłənɣ* | S,ÁĒĀ'NŪ | **When things are in harmony** reinforces what we know—that all life is interconnected, with individual and community choices having far-reaching impacts. Healthy communities depend on responsible stewardship. Together, we are working to create a healthier and more resilient future that upholds the well-being of our region and of all life on the planet.

GOALS

Inspiring and activating people to thrive in a changing world by tackling local and global challenges through critical thought and perseverance.

Including and supporting diverse and talented students, staff and faculty who want to make a difference in communities and have a positive impact on people, places and the planet.

Addressing systemic barriers to equity and inclusion and progressively integrating our guiding principles throughout all decisions, processes and outcomes, to transform practices within UVic.

Developing and sharing innovative strategies and solutions that support healthy, sustainable communities, and address global crises and our evolving world.