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A handwritten signature in black ink, consisting of a large, stylized initial 'R' followed by several loops and a final flourish.



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A Vision for the Future – Building on Excellence



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Pa a d P e C ee

Fall 2009 – December 2011

Planning and Priorities Committee

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Faculty Members selected by the Senate Committee on Agenda and Governance

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Student Senators

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Non-Academic Staff Members

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Ex Officio Members

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Faculty Member from the Senate Committee on Planning

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Resource Persons

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Chair, Senate Committee on University Budget

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Civic Responsibility and Higher Education, (... ..)

ese changes, along with many others, will influence the evolution of our institution and require us to further differentiate ourselves from other institutions, regionally, nationally and internationally.

[Faint, illegible text block]

Internationalization:

[Faint, illegible text block]

Research:

[Faint, illegible text block]

Graduate education:

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Faculty and staff renewal and development:

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Systems and processes:

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Community:

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APa f eU e fVc a

PEOPLE:

Goal: [Faint, illegible text]

QUALITY:

Goal: [Faint, illegible text]

COMMUNITY:

Goal: [Faint, illegible text]

RESOURCES:

Goal: [Faint, illegible text]

People

Our goal is to recruit and retain a diverse group of exceptionally talented students, faculty and staff and to support them in ways that allow them to achieve their highest potential.

Objective 1: *To be a diverse, welcoming learning community, with a demonstrated commitment to equity and fairness.*

- ▶ *Recruit and retain a diverse group of exceptionally talented students, faculty and staff*
- ▶ *Support students, faculty and staff in ways that allow them to achieve their highest potential*
- ▶ *Establish a diverse, welcoming learning community*
- ▶ *Establish a demonstrated commitment to equity and fairness*



STUDENTS

1. The first part of the document is a list of names of students who are enrolled in the course. The names are listed in alphabetical order. The second part of the document is a list of the courses that each student is taking. The courses are listed in the order that the student is taking them. The third part of the document is a list of the grades that each student has earned in each course. The grades are listed in the order that the student is taking the courses. The fourth part of the document is a list of the total credits that each student has earned. The credits are listed in the order that the student is taking the courses. The fifth part of the document is a list of the total credits that each student has earned in each course. The credits are listed in the order that the student is taking the courses. The sixth part of the document is a list of the total credits that each student has earned in each course. The credits are listed in the order that the student is taking the courses. The seventh part of the document is a list of the total credits that each student has earned in each course. The credits are listed in the order that the student is taking the courses. The eighth part of the document is a list of the total credits that each student has earned in each course. The credits are listed in the order that the student is taking the courses. The ninth part of the document is a list of the total credits that each student has earned in each course. The credits are listed in the order that the student is taking the courses. The tenth part of the document is a list of the total credits that each student has earned in each course. The credits are listed in the order that the student is taking the courses.

Objective 3: *To continue to increase the number of Indigenous students graduating from all faculties at UVic, building on our commitment to and our unique relationship with the First Peoples of Canada.*

Objective 5: *To be nationally and internationally competitive in the recruitment of post-doctoral fellows of the highest calibre.*

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FACULTY

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Objective 6: *To recruit and retain a diverse group of faculty of the highest national and international quality.*

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Objective 10: *To develop a fully integrated alumni relations program that results in the engagement, involvement and support of UVic alumni.*

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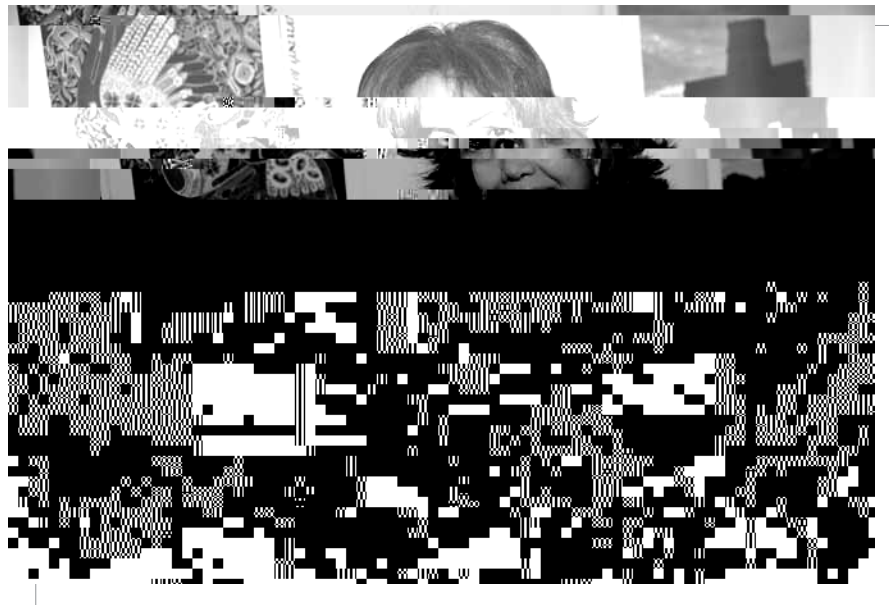
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CELEBRATION OF SUCCESS

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Objective 11: *To develop methods to recognize the accomplishments of members of the university community.*

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goal to offer programs in teaching, research and support of such quality as to place us in the upper 20 per cent of a national set of comparable programs as judged by peer evaluation.

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Objective 14: *To be nationally and internationally competitive in the quality of our graduate program offerings in recognition of the growing need for highly educated graduates.*

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Objective 15: *To support a broad range of flexible course delivery options, including face-to-face, blended and distributed learning as part of the UVic tradition and as a mechanism for increasing access to higher education.*

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THE BROADER LEARNING ENVIRONMENT AND AN ENGAGED CAMPUS

Objective 16: *To support the student experience by building a comprehensive and integrated student service environment focused on anticipating and meeting the needs of our increasingly diverse student body.*

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Objective 18: *To increase co-op, internship and other experiential learning opportunities for UVic students.*

- ▶) *Develop and implement a program of co-op, internship and other experiential learning opportunities for UVic students.*
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Objective 19: *To increase opportunities for civic engagement in teaching and learning activities for all students.*

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RESEARCH

RESEARCH

Objective 22: *To promote greater alignment of our research, educational and support programs, so that we can optimize the benefits derived from our investments in people, systems, infrastructure and programs across the university.*

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LIFELONG LEARNING

Continuing education opportunities are available for students who are currently enrolled in a degree program and are interested in pursuing a second degree or a certificate program. These opportunities are available for students who are currently enrolled in a degree program and are interested in pursuing a second degree or a certificate program. These opportunities are available for students who are currently enrolled in a degree program and are interested in pursuing a second degree or a certificate program.

Objective 24: *To support lifelong learning by increasing continuing education opportunities for on-campus and online adult and part-time learners.*

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LIBRARY AND SCHOLARLY INFORMATION SERVICES

Library and scholarly information services are available for students who are currently enrolled in a degree program and are interested in pursuing a second degree or a certificate program. These opportunities are available for students who are currently enrolled in a degree program and are interested in pursuing a second degree or a certificate program. These opportunities are available for students who are currently enrolled in a degree program and are interested in pursuing a second degree or a certificate program.



Objective 25: *To develop library and scholarly information services that support the creation of knowledge within the university by serving the evolving information needs of students and researchers.*

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SERVICES

1. The University shall have in place support services that contribute to the achievement of our strategic goals and to develop our administrative processes and policies so as to effectively meet the accountability and administrative needs of the university.

2. The University shall have in place support services that contribute to the achievement of our strategic goals and to develop our administrative processes and policies so as to effectively meet the accountability and administrative needs of the university.

Objective 26: *To have in place support services that contribute to the achievement of our strategic goals and to develop our administrative processes and policies so as to effectively meet the accountability and administrative needs of the university.*

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Our goal is to establish UVic as a recognized cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation.



Objective 28: To develop a framework and organizational mechanisms to support and advance civic engagement at UVic.

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Our goal is to generate the resources necessary from both public and private sources to allow us to achieve our objectives and to steward those resources in a sustainable fashion.

GENERATING RESOURCES

Objective 32: *To obtain adequate government funding for operating purposes to support the achievement of our goals.*

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Objective 33: *To further diversify our funding through philanthropy from individuals, corporations and foundations.*

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DEVELOPING AND SUSTAINABLY STEWARDING OUR RESOURCES

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Objective 34: *To update, renew and implement our Campus Plan, driven by academic priorities and informed by community input and our commitment to sustainability, with the goal of building an engaged campus, vibrant seven days a week.*

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Il documento è un foglio di carta con un titolo in alto a sinistra, seguito da un corpo di testo in più paragrafi. Il testo è molto piccolo e illeggibile a causa della risoluzione. Il layout sembra quello di un documento formale o tecnico.

