

Department of Chemistry, University of Victoria, Victoria, BC, Canada

Strategic Plan 2024-

Strategic Plan 2024-2029 Approved January 9, 2024

university is adapting to new financial realities in a post-pandemic world which can lead to uncertainties and instabilities. Although the Department has done well by finding alternative revenue streams through the sale of lecture books and laboratory manuals, it is important to be prepared to adapt to economic hurdles as a vision is implemented. The faculty replacement process will momentarily affect the workload distribution which should reverberate in our capacity to implement new initiatives. This strategic plan then needs to be surgical to focus on a few relevant and feasible initiatives.

Strategic Plan:

The path to fulfill the mission and the vision within the context stated above is to consider a few efforts that are either essential or that will generate a large impact. We are a department that can already be proud of our current level of excellence in teaching and research. However, the in the next five years and improve the learning, teaching and research experiences for all members. This will be accomplished by targeting five (interconnected) priorities: *Communication, Internal Support, Community Engagement, Infrastructure, and Program delivery.*

Communication: A priority is to focus on increasing our reputation and visibility. In other words, we will aim at making our reputation compatible with the real level of excellence of the Department. We need to create mechanisms to effectively communicate our achievements to improve recruitment (students, faculty, and staff) and to help with development initiatives.

Internal support: This priority is to provide proper information, mentorship and support to all members. This includes improving services to und/F1 12BTW*ñBh12 Tf1 0 0 1 72.0245 189.26 367.39 Tm0 G(

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potential new experimental courses involving the community (industrial partnership). Explore new resources and set up a plan for instrument replacement.

Metric: Evaluation of the quality of program through regular surveys.

- 6) To continue providing our undergraduate students with experiential learning and community engagement opportunities.

Why: It is important for students to be exposed to real problems and to interact with the community. Learning about the diversity of people and problems should be an integral part of our program.

How: Providing more support to CHEM 405/505. The Department communication expert could coordinate the interactions between partners and communities with the potential to reach out to indigenous and remote communities. Provide sustainable experimental support (SLI/TA) to CHEM 405. Evaluate the 39x and 49X offerings. Request more administrative resources for the co-op program.

Metric: Satisfaction survey among students and community partners.

- 7) To organize outreach activities and improve interactions with high schools. Create avenues to attract students from minority and indigenous communities.

Why: Our indicators show that most of our undergraduate students are from BC, however several students in BC communities do not see University as a reasonable path.

How: Publicity and Undergraduate Recruitment Committee to coordinate regular Pro-D days targeting high school teachers. Explore the possibility of bringing students and teachers from low resources communities. Improve the departmental interaction with other outreach groups across UVic/BC. Explore avenues to support students from minority groups who join the Department.

Metric: Analyzingf1 0 0 1 120.1.51 298.37 Tm0 G0603mss

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9) Usage of space and plan to renew and maintain current infrastructure.

Why: The influx of new faculty members and the expansion of new research groups will stress space distribution. The future of the infrastructure of faculties who will retire needs to be discussed.

How: Comprehensive discussion and policies regarding lab sharing, office sharing and space assignment should be carried out. The potential change in required resources and infrastructure from new faculty should be an integral part of the discussion of future directions.

Metric: Optimized distribution of space and shared research equipment.

10) Support for Innovative Teaching Initiatives

Why: The Department is recognized by the excellence of our teaching program. Several innovations are created through the initiative of each Instructor. However, a more organized approach to discuss and disseminate those initiatives and resources should allow for more efficient implementation, particularly by new researchers, Sessional Instructors, and faculty.

How: Create data banks and road maps for teaching innovation. Provide resources and support for innovative initiatives. Establish a coordinator for teaching innovation and initiatives within the curriculum committee.

Metric: Improved course evaluations. Survey of former students.

Alignment of the Department plan with other UVic Strategic Initiatives

The strategic goals and initiatives indicated in this proposal aligns well with the main initiatives across the university. For instance, the 2022-2027 Faculty of Science Strategic Plan establishes

heavily overlap with our goals. Those includes renewed efforts to improve recruitment and retention at all levels, improve infrastructure for teaching and research and offer more opportunities for community engagement. The Aspiration 2030 plan from the Vice-President Research focused o

match our commitment to improve communication, outreach, industrial partnership and research infrastructure. In terms of research areas, our strengths in Health, Materials and Energy align with the u

health.

The implementation of the initiatives suggested in this plan should certainly increase the status of the Department nationally and internationally as it will guide us through this transformative and exciting time of renew.