

# Ready,

UNBC's Strategic Plan 2023-2028

**UNBC** UNIVERSITY OF  
NORTHERN BRITISH COLUMBIA

'En Cha Huná



Ready

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# Welcome from the President and Vice-Chancellor

This isn't my plan – it comes from the communities we serve. This is our plan. More than one thousand voices, from inside and outside the University, shared their voices and their hopes for the future of UNBC.

## You told us that we need to be ready.

Ready for a new and very different future.

Ready to help communities prepare for coming changes.

Ready to forge new relationships with Indigenous Peoples.

Ready to reimagine how we educate, research, and learn so that we can lead this different future.

Ready to listen, to think differently, and to collaborate widely to find innovative solutions to the global challenges we face.

Ready to make our mark.

We are situated in a global microcosm. Pressing issues facing the world today can be explored in the region we call home – climate change, clean energy production, economic diversification, biodiversity, food and water security, to name a few. Filled with passionate people and backed by a community that fought for our existence, we are uniquely positioned to lead the path to a more sustainable future.

## We are ready to do just that.

Dr. Geoffrey Payne  
President and Vice-Chancellor

# How we Developed the Plan

**You told us we need to be ready.**

In the spirit of our motto, **'En Cha Huná**, which reminds us that all people have a voice and viewpoint, we asked for your voice and you responded. More than one thousand voices from inside and outside the University shared their hopes for the future of UNBC.

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## Strategic Assessment Development

Sept. 2022 – Feb. 2023

Feb. 2023  
Strategic Assessment

2A

## Community Engagement

Nov. 2022 – June 2023

2B

## Strategic Plan Development

Nov. 2022 – June 2023

April 2023  
Draft Strategic Framework

June 2023  
Final Strategic Framework and Strategic Plan content

3

## Reviews, Approvals & Production

June 2023 – Sept. 2023

Sept. 2023  
Final Strategic Plan

4

## Roll Out and Cascade

Oct. 2023

Oct. 2023  
Strategic Plan Launch

## Launch Event

**214**  
participants

4 campus locations

Survey

**919**  
responses

**33**

town halls

**+162**

Interview participants

Questions to the community

**215**  
comments

## Theme

Working Groups

**+ Steering Committee**

of Faculty, Staff, Students, Deans, Directors

**Online Engagement**



# As a University, there are certain things we hold true, things that are part of who we are and how we will implement this strategic plan.

- Keep students top of mind in every decision we make and invest in them.
- Strive for teaching, learning, and research excellence and impact.
- Honour our connection to communities and contribute to the success and sustainability of the North.
  - Provide opportunities and pathways to post-secondary education and research for all learners in the North.
  - Help develop an educated, sustainable workforce for the North.
  - Connect with communities through research and development, shaping and responding to socio-economic and environmental changes in the region.
- Respect learners and learning, knowing that we all have much to learn from one another.
- Provide the best possible learning and working environment for everyone.
- Acknowledge and celebrate the role of research in learning and learning in research.
- Continually question our role in a changing world to sustain a strong, vibrant, and relevant presence in northern B.C.



## Our Mission

# Ignite. Inspire. Lead Change.

UNBC facilitates learning and generates knowledge through teaching and research. How we do that is unique.

We are connected to the North and the communities that call northern British Columbia home.

Supporting the sustainability of these communities is why we exist – this is what drives UNBC.

In service to the North, we ignite curiosity, inspire creativity, and champion excellence to help the region thrive.

We lead positive change by sharing what we learn with the world.

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## Our Vision

# Leading a Sustainable Future

Education. Research. Community Impact.

## Our Values

In our workplaces, relationships, and communications, we are committed to positive and productive work and learning environments.

Our values inform our lives, our decisions, and our choices. At UNBC we value:

### Academic excellence

Excellence in teaching and research is a central tenet of a destination university.

### Experiential learning and discovery

Our community celebrates and strives to provide an unparalleled learning experience which ensures that our students are prepared to meet the challenges of a fast-paced modern world, while stepping up and making a difference. UNBC is a champion of intellectual freedom, academic inquiry, learning for its own sake, access to information, learning through applied and best practices in experiential initiatives, and the development and mobilization of new knowledge.

### Inclusiveness and diversity

Social and cultural diversity is core to enriching the learning environment of a modern university. The confluence of diversity and respectful discussion stimulates creative thoughts, new ways of thinking, and new pathways of inquiry. This ensures that our research questions address society as a whole and enables us to train leaders who understand our local and global communities.

### Community

UNBC is a place where community thrives and where we strive to understand and care for other members of our University. It is a place all are welcome and where we commit to being respectful, innovative, resourceful, and responsive in our interactions with others.

### Integrity

To succeed we must be true to who we are, and focus on where we are now and what we want to be in the future. We are honest, supportive, and forthright in all our interactions, confronting problems and issues openly and constructively.





Our four themes describe how we will make our vision happen. These are the areas on which we will concentrate to make sure we are leading a sustainable future through education, research, and community impact. Each theme features a series of strategic goals that detail what we hope to achieve, and our foundational goals run across all four.

## Foundational Goals

- Support fulfilling student learning journeys.
- Celebrate the best of UNBC's achievements.
- Attract and retain outstanding people for our community.
- Influence local and global policy.



**Cultivate Curiosity** Act on Truth & Reconciliation  
**Our Themes**  
Foster Local Solutions for Global Impact  
**Empower Northern Communities**

UNB

# Cultivate Curiosity

**We will excel at teaching,  
learning, and inquiry.**

**We will welcome, support,  
encourage, and inspire  
learners.**

## **Strategic Goals**

- Foster a culture of curiosity.
- Expand experiential learning.
- Inspire discovery through research.
- Nurture an inclusive and accessible University community that respects and learns from diverse perspectives and contributions.

# Act on Truth & Reconciliation

**We will continue on our path to advance and meaningfully enact reconciliation with Indigenous Peoples, through dialogue, education, research, relationships, and service.**

## **Strategic Goals**

- Endorse and implement learnings and articles from the UN Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission of Canada.
- Advance decolonization and Indigenization.
- Increase cultural awareness and understanding for cultural safety and humility.
- Improve representation by recruiting and retaining Indigenous students, faculty, and staff.

# Empower Northern Communities

**We will collaborate, partner, generate knowledge and build capacity for the advancement of healthy, productive, thriving communities.**

## **Strategic Goals**

- Create knowledge through community-based and community driven-research.
- Work with communities and regional partners to identify and deliver timely solutions for pressing issues.
- Mobilize knowledge and build community capacity and fellowship through education.

# Foster Local Solutions for Global Impact

**We will leverage our unique position to mobilize knowledge for local and global change.**

## **Strategic Goals**

- Value and leverage UNBC's connections to place and people to solve locally and globally relevant challenges.
- Harness the energy of alumni and global networks to collaborate, learn, and share.
- Continuously enhance an innovative and supportive learning and knowledge generation ecosystem.



# Implementing & Reporting on Progress



A strategic plan is always a broad strokes document. It can be a little vague and often it is difficult to see how any of the things it promises will happen.

Our plan will be implemented through a cascade of action plans, all taking direction from the strategic plan, and each providing more detail on what people will do to make progress on achieving the strategic goals.

We also know we don't have the capacity to do it all at once. UNBC will select a handful of priorities from the strategic goals for focus each year. These priorities will be resourced as needed and progress will be monitored and reported.

## Annual Planning Cycle







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# This is our plan,

*We sincerely thank everyone who came out, wrote in, or completed a survey. Without your voices we wouldn't have such a powerful and exciting direction for the future.*

*Thank you also to the many people who worked behind the scenes to facilitate the planning process, in particular our Steering Committee who put in many planning days helping to develop the framework.*

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# We are ready to make it happen,

