



UNBC Global Engagement: Ready for Student Success Plan 2025 - 2029



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Territorial Acknowledgement

Since time immemorial, Indigenous Peoples have walked gently on the diverse traditional territories where the University of Northern British Columbia community is grateful to live, work, learn, and play. We are committed to building and nurturing relationships with Indigenous Peoples, we acknowledge their traditional lands, and we thank them.

Prince George Campus

The Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation, part of the Dakelh (Carrier) Peoples' territory.

South-Central Campus

The South-Central campus in Quesnel is situated on the unceded traditional territories of the Lhtako Dene Nation, Nazko First Nation, Lhoosk'uz Dené Nation, and ?Esdilagh First Nation (formerly Alexandria Band). Lhtako, Nazko, and Lhoosk'uz are on traditional Dakelh territory, and ?Esdilagh is a member of the Tsilhqot'in Nation.

Peace River-Liard Campus

The Peace River-Liard campus in Fort St. John is situated in Treaty 8 territory on the traditional lands of the Dane-zaa people of the Doig River First Nation, Blueberry River First Nation, and Halfway River First Nation.

Northwest Campus

The Northwest campus in Terrace is situated on the unceded traditional Ts'msyen (Tsimshian) territory of the Kitsumkalum and Kitselas First Nation. It includes a satellite campus in the coastal community of Prince Rupert, situated on or near unceded traditional Tsimshian territories including the Lax Kw'alaams Band, Metlakatla First Nation, Gitxaala Nation (Kitkatla), Gitga'at First Nation (Hartley Bay) and Kitasoo Band (Klemtu).

Wilp Wilxo'oskwhl Nisga'a Institute

UNBC has a federated agreement with the Wilp Wilxo'oskwhl (House of Wisdom) Nisga'a Institute (WWNI). Established by the Nisga'a Lisims Government in 1993 and situated on Gitwinksihlkw Village Lands within Nisga'a Treaty territory, WWNI is a fully accredited university-college serving all people in northwestern British Columbia.



Welcome from the President and Vice-Chancellor

Since opening its doors in 1994, UNBC has been globally engaged. We are committed to student success that is locally grounded and globally relevant.

The Global Engagement: Ready for Student Success Plan (The Plan) lifts the Ready Plan, and is aligned with the Ready Roadmap Academic Plan and the Ready Research Roadmap. The Plan outlines our commitments and priorities for global engagement for students and with students. It centers on our students' success in our communities and around the world.

This plan is in support of our students. Those coming from near and far. Students at the undergraduate through doctorate levels for short programs through full degrees. Our students are our priority, and they are an integral part of our local and global communities.

Our students have chosen UNBC to support and advance their current and future personal, academic, and career goals in Canada and globally. Our students are key to our collective current and future success.

UNBC is Ready for our Students to Succeed.

Dr. Geoffrey Payne

President and Vice-Chancellor

UNBC Global Engagement: Ready for Student Success Plan

UNBC Global Engagement: Ready for Student Success Plan (The Plan) focuses on student success through a global engagement lens. We are rooted in:

- Welcoming and supporting students from near and far.
- Ensuring services, supports, and programs are relevant to our local and global contexts and responsive to diverse student communities.
- Infusing interculturality and globally responsive practices, services, and supports.
- Offering local and international opportunities for globally relevant student learning and growth in collaboration with local and international partners.
- Providing holistic services that support students at UNBC and their future learning and career goals locally and worldwide.

At UNBC, we are committed to acting on Truth and Reconciliation. It is one of our themes in the Ready plan, and it is a foundational value that informs all that we do, including our global engagement and student success initiatives.

**Approx.
60%** of international students gain knowledge of
**Indigenous history and/or culture in Canada
through their coursework at UNBC.**

(CBIE Survey 2021, see appendices)

**Approx.
61%** of student respondents to The Plan's interest-holder
survey indicated UNBC should focus on enhancing
Indigenous global learning opportunities.

(See appendices)

The Plan is a four-year strategy that informs and guides our services, supports, programs, and collaborative priorities for global engagement for and with students. Students coming from near and far. Students at the undergraduate through doctorate levels for short programs through full degrees. Students engaging in Canada and internationally with locally grounded and globally relevant services, student life, programs, and supports.

The Plan ensures relevance and innovation in UNBC's response to local and global trends and anticipates future needs in the post-secondary environment. It provides strategic vision and direction to UNBC. It is an institution-wide plan created with the support and input of our internal and external community members and the approval of the senior leadership team and governance bodies. The Plan also supports and aligns with other institutional plans, including our academic and research plans, and may become part of a broader comprehensive internationalization plan.

As of 2024-2025, the BC government requires institutions to have an international strategic plan as part of their Education Quality Assurance (see appendices) and Designated Learning Institution processes (see appendices). The Plan was developed in response to federal and British Columbia government mandates for specific initiatives and practices within institutions engaged in international education, particularly for those enrolling international students.

At UNBC, we are reaching beyond the minimum government requirements. Your input helped us create an overarching roadmap that can weather changes in the local and global environments and that can be used by staff, faculty, and community to develop unit-specific action plans. We are focusing on global engagement initiatives and services for students that are intentional, responsive to evolving student needs, and reflective of our institutional and community priorities. We are committed to supporting the incredible initiatives and services already in place and resourcing the strategic goals to ensure implementation success across the institution and with the community. We will collaborate to create new opportunities that foster success for all students.

In our engagement, you echoed the need to go beyond the minimum.

You want more. We are Ready.



How We Developed The Plan

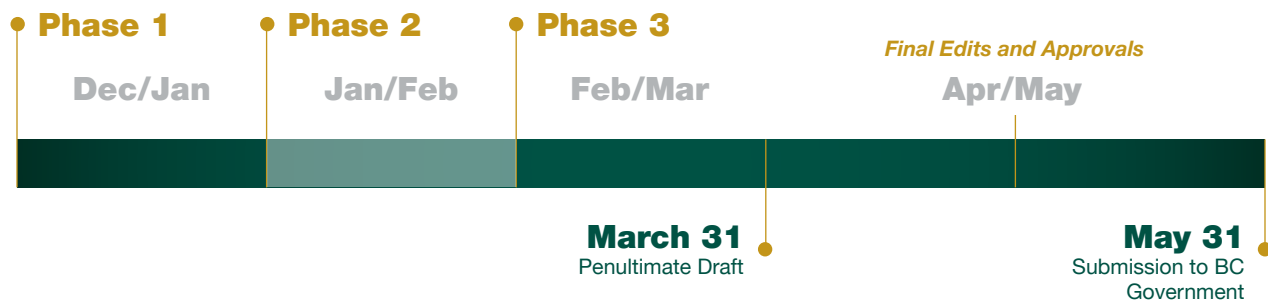
The UNBC Global Engagement: Ready for Student Success Plan is a community effort.

Thank you to the Project Team and our internal and external interest-holders for sharing valuable insights that shaped this Plan.

The Project Sponsor was Dr. Bill Owen, Interim Vice-President Academic & Provost.

The Project Team comprised internal UNBC representatives and external consultants responsible for contributing to and steering The Plan's development. Members included:

- **Kimberly Read**, University Registrar
- **Amy Beyer**, Associate Registrar, International
- **Saeedeh Goodarzvand Chegini**, Executive Assistant to the University Registrar
- **Kate Jennings**, External Consultant
- **Sarah Mines**, External Consultant



- **Phase 1:** Preparation and planning
- **Phase 2:** Targeted engagement and feedback with interest-holders (December 2024 through February 2025)
- **Phase 3:** Synthesizing data and generating a draft plan for final edits and approvals, with final submission to the BC Government by May 31, 2025.

We asked for your input and you responded.
This is our Plan.
A Plan created for and with our community.
A Plan with student success top of mind.

Group Meetings **6 in-person** **1 virtual**

1 Student
focus group

Townhalls
1 in-person | 1 virtual

UNBC's motto, from the Dakelh (Carrier) Elders, reminds us that all people have a voice and a viewpoint. Interpreted as "respecting all forms of life," **'En Cha Huná** encapsulates the spirit of academic freedom, respect for others, and willingness to recognize different perspectives.

survey | **139**
respondents

75
students
/alumni

35
staff

29
faculty

42
undergrad

24
graduate
level

9
not
confirmed

132
Prince
George

4
Terrace

2
Quesnel

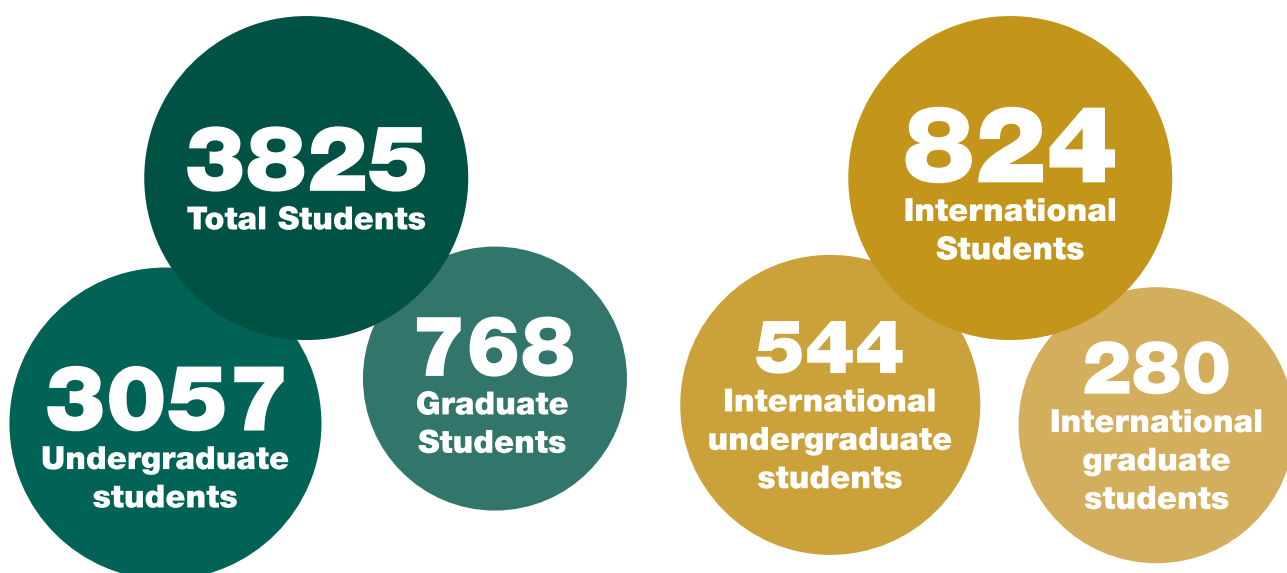
1
no campus
selected

Global Engagement at UNBC

UNBC has been engaged globally since we opened our doors. We have welcomed local and international students in our undergraduate, graduate, and continuing studies programs, and we have supported students in exploring global learning opportunities with our outbound mobility partnerships and programs. Our student services and supports (see appendices) help facilitate student success across our faculties and programs (see appendices) in Canada and worldwide.

Student Population at UNBC

*2023/2024 Academic Year (see appendices)



Over the last five years, we have seen sustainable growth in international student enrolment, maintaining between 12% and 19% of the total student population as international students. During that same timeframe, over 89 countries were represented on campus (see appendices).

With an overall faculty-to-student ratio of 1:11 and one in three students receiving financial awards, student success is at the centre of our work (see appendices).

We support our students from application through graduation and beyond. 83% of UNBC graduates work in fields related to their programs (see appendices).

We have student mobility partnership agreements with 34 institutions in 18 different countries (see appendices).

Our Mission | Our Vision | Our Values

The Plan is focused on student success and our global engagement. It is supported and aligned with the broader institutional Mission, Vision, and Values articulated in UNBC's 2023-2028 Strategic Plan Ready. We honour our connection to the North and our communities and students who call the North home. We are locally grounded and globally connected.

Our Mission

**Ignite.
Inspire.
Lead Change.**

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

**Experiential learning and
discovery**

Inclusiveness and diversity

Community

Integrity



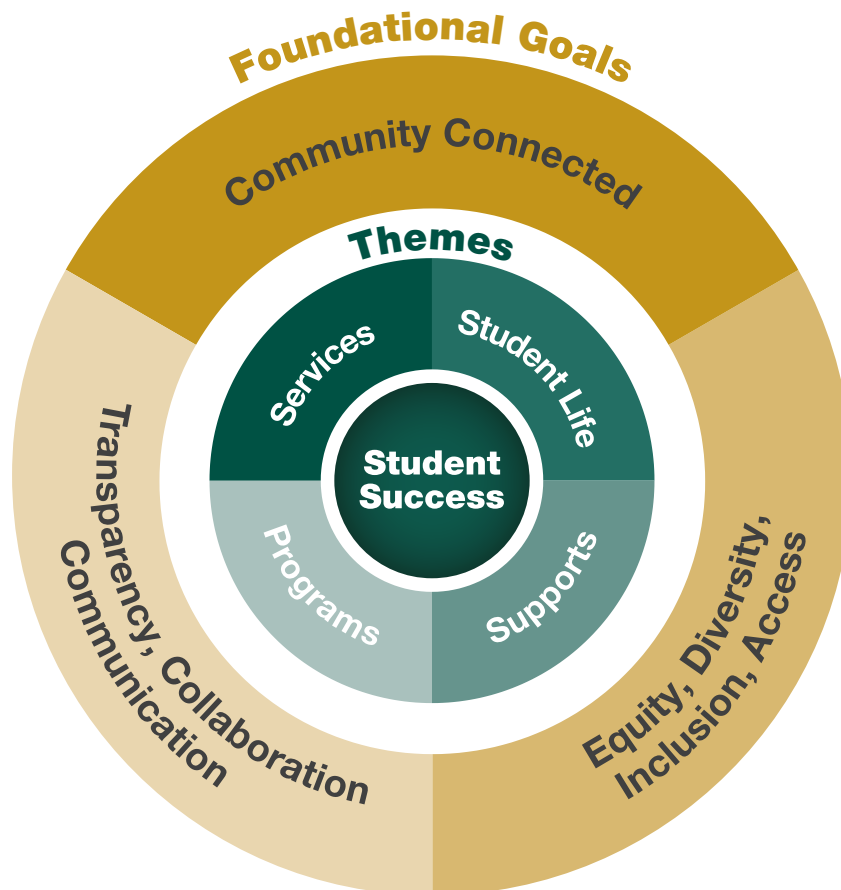
Foundational Goals I Themes I Strategic Goals

The foundational goals, themes, and strategic goals resulted from our engagement with interest-holders, with a particular focus on our students and alumni.

Four themes shape The Plan. They are rooted in student success that is locally grounded and globally relevant. Each theme features a series of strategic goals that detail what we aim to achieve. These goals are by no means an exhaustive list of all that we need to do, but they set us on a course for the next four years and help guide us as we move forward in student success.

Our foundational goals run across all themes and strategic goals. As we implement The Plan, they will be woven into our collaborative decision-making, process and service development, and resourcing.

At the centre of all that we do is student success.





Foundational Goals

Community Connected

We recognize and value our place in the North and the communities and students that call northern British Columbia home. We are locally grounded and globally connected. We are committed to meaningful connections and collaboration with indigenous communities, welcoming and supporting students in ways that honour and enact the learnings and articles from the UN Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission of Canada: Calls to Action.

Equity, Diversity, Inclusion, Access

EDIA are core values of UNBC. Our communities are socially and culturally diverse. Our students reflect this diversity and so much more. We will ensure that our services, supports, student life, and programs acknowledge, reflect, and support our students holistically. We value diverse beliefs, values, perspectives, and experiences and will strive to ensure this is foundational to implementing The Plan. In the spirit of our motto 'En Cha Huná, we will remind ourselves to ask "who's voice is missing?" in all that we do and create in collaboration with and for our students and community.

Transparency, Collaboration, Communication

Our "Student First" focus launched at the President's town hall in the Fall of 2024, reminds us that we must keep students top of mind. In our interest-holder engagement for this plan, students, faculty, and staff all commented on the need for increased transparency, collaboration, and communication in order to enhance student success at all levels of study. The Plan requires focus and action from across UNBC and in collaboration with our local and global partners to ensure this foundational goal is reflected throughout The Plan and in the development of related implementation plans.

Themes

Services

This theme focuses on ‘what’ we offer to students as services to support their academic journeys. Here, we consider the entire student journey from inquiry to applicant, to student, to graduate, and beyond.

Strategic Goals

- Review and enhance pre-arrival, orientation, and retention services for students coming to UNBC to ensure they reflect our diverse student body as well as our academic programs and levels of study. Ensure these align with government requirements for international students at UNBC.
- Ensure that academic advising services are responsive to our diverse student community at all levels of study, reflect and support local and global learning opportunities, and are aligned with immigration advising for international students.
- Develop and integrate career services that support all levels of students’ career goals, locally and globally.
- Review and enhance mental health, wellness, disability, and medical services that are culturally responsive and accessible to all students throughout their time at UNBC.
- Review and enhance global alumni networks.

Student Life

This theme focuses on the student experience beyond the classroom, on- and off-campus, locally and globally. It reminds us to consider our students holistically and as community members.

Strategic Goals

- Review and enhance community collaborations on- and off-campus.
- Welcome students from local communities and around the globe and support them as short- and long-term members of our communities.
- Collaborate with community and government to ensure accessible, safe housing options on- and off-campus for students. Review and enhance related UNBC housing and food-security services that are responsive to diverse student needs and realities. Ensure these align with government requirements for hosting international students at UNBC.
- Collaborate with community and student groups to ensure students can connect in diverse and meaningful ways with community members and other students on- and off-campus.

Programs

This theme focuses on students' academic programs, learning opportunities, and classroom experiences.

Strategic Goals

- Review and enhance locally grounded and globally relevant experiential learning opportunities and related support services for students across programs and levels of study. This includes local and global learning in-person and online.
- Review and enhance indigenous global learning opportunities*. Ensure this is indigenous led and supported by and with community collaboration. (*Long-term funding and support from UNBC would need to be in place for this to move ahead.)
- Develop work-integrated learning opportunities, such as cooperative education, internships, and work/research placements, that are locally grounded and globally relevant to students' areas of study. Work with local and global communities and partners to leverage existing relationships with business and employers in the North as well as institutional partners globally.
- Enhance resources and support for faculty to review, develop, and enhance locally grounded and globally relevant curriculum, experiential learning, and inclusive teaching practices.

Supports

This theme focuses on 'how' we offer our services, student life, and programs. It considers policies, processes, administrative practices, resources, and capacity.

Strategic Goals

- Review and enhance scholarships, financial aid, and awards for international students and students participating in global learning opportunities. Ensure marketing and communications, application, and adjudication policies and processes are accessible and inclusive of diverse student realities and needs.
- Create a culture of continuous business process improvement, collaboration, and transparency of services and supports for students, staff, faculty, and institutional partners. Leverage relevant technology to enhance efficiency and connect with and respond to students according to their demographics.
- Review and enhance strategic enrolment management (SEM) policies and practices that leverage technology and reflect best practices, including international enrolment management, global learning recognition, and sound data management and analysis. Ensure these align with government requirements for enrolling international students at UNBC.
- Review and enhance recruitment partnerships and agent management.
- Ensure global engagement priorities reflect UNBC commitments to climate action and sustainability.
- Empower and collaborate with faculty, staff, and community to support student success by enhancing and resourcing professional development and training opportunities. Topics may include creating inclusive classrooms and workspaces, developing services and programs that are locally grounded and globally relevant, leveraging technology to enhance communication with students, creating virtual student mobility programs, etc.



Implementing and Reporting on Progress

Our Global Engagement: Ready for Student Success Plan is a high-level aspirational plan meant to be sustainable, adaptive, and responsive to our ever-changing local and global environments. It guides us and keeps us focused on student success in our global engagement. It is a four-year plan that will be implemented through unit-specific action plans, which will include objectives, key performance indicators, and tools to monitor, evaluate, and report on progress and success towards implementing the UNBC Global Engagement: Ready for Student Success Plan.

We anticipate implementation to include annual planning cycles as well as specific milestones as follows:

Year 1

Review current state and create unit-specific action plans; begin implementing priority strategic goals, including government-mandated initiatives and unit-specific action plans; set budgets.

Years 2 and 3

Assess and report on year 1; continue implementing priority strategic goals and unit-specific action plans; set budgets; adjust strategic priorities as needed.

Year 4

Assess and report on prior years; implement any priority strategic goals and unit-specific plans not yet in place; begin planning cycle to assess and update The Plan, including interest-holder engagement based on initial inputs for The Plan.



Thank You

We sincerely thank everyone who contributed to our interest-holder engagement in-person, on-line, and through the survey. Without your voice we would not have the clear vision and direction articulated in The Plan.

Thank you also to everyone who worked behind the scenes to facilitate the planning process. In particular our Project Team who put in many days developing the interest-holder engagement and planning frameworks as well as who wrote and edited multiple drafts of The Plan.

UNBC is Ready for our Students to Succeed.

Appendices

Listed in order first referenced in The Plan

https://www.unbc.ca/sites/default/files/sections/strategic-planning/ready_fulldoc.pdf

<https://www.unbc.ca/strategic-planning/academic-plan/unbc-academic-plan-refresh>

<https://www.unbc.ca/strategic-planning/strategic-research-plan>

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<https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada/study-permit/prepare/designated-learning-institutions-list.html>

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