

**For a new and very different future.**

**To help communities prepare for coming changes.**

**To forge new relationships with Indigenous Peoples.**

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

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

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.**

**Ready to make our mark,**

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.

**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.*

**We are ready to make it happen,**

#### **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.

#### **Our Vision**

**Leading a Sustainable Future**

Education.  
Research.  
Community Impact.

#### **Our Values**

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**

**You told us that 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.**

**Ready,**  
UNBC's Strategic Plan 2023-2028

**UNBC** UNIVERSITY OF  
NORTHERN BRITISH COLUMBIA



## 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.

**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.

## 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.

## 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.

## 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.

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.