



# RELEVANT FOCUSED READY

STRATEGIC PLAN  
2015-2020

# MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS



Mr. Douglas Eastwood, Q.C.  
*Chair, Board of Governors*

A handwritten signature in blue ink that reads "Douglas Eastwood". The signature is written in a cursive, flowing style.

Justice Institute of British Columbia is ready to serve.

Our leading edge, customized justice and public safety education programs prepare our students for the jobs of today, and tomorrow.

Our 2015-2020 Strategic Plan outlines how we will maintain and expand our relevance and focus. It reflects extensive consultation with stakeholders, faculty, staff and students, whose valued input helped shape the Plan's vision and goals.

Highlights of the Plan include:

- Expanding and optimizing our specialized education, training and simulation technology to support world class safety in the resource sector.
- Advancing partnerships with Aboriginal communities to enhance skills and job training opportunities.
- Expanding engagement and increasing brand awareness to become an educator of choice among learners of all ages.
- Integrating training across disciplines to support integrated service delivery among justice and public safety professions.

The Strategic Plan represents the next step in meeting our vision of safer and more just communities. I wish to thank all who contributed to the Plan, and to acknowledge the excellent work underway at the Justice Institute of British Columbia.

# MESSAGE FROM THE PRESIDENT AND CEO



Dr. Michel Tarko  
*President and CEO*

A handwritten signature in blue ink, appearing to read 'M. Tarko', positioned below the printed name and title.

Justice Institute of British Columbia is proud to share our new five-year Strategic Plan.

The Plan is entitled 'Relevant, Focused, Ready' to underscore our commitment to remaining at the forefront of justice and public safety education and training for many years to come.

We will achieve this by continuing to evolve and extend our unique education and applied training environments to serve the focused, specialized needs of organizations across economic sectors, and students across fields of study from around the province.

The Plan includes key commitments to our students, stakeholders and team. These commitments strengthen our ability to plan and implement focused and specialized learning experiences in a continuum of public safety program theme areas.

Together with our renowned applied research ability, we are building on our foundation and extending our reach.

Ultimately, we are creating a sustainable, long-term operating model to support a safe, just society now and in the future.



# VISION

Safer communities and a more just society.

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# MISSION

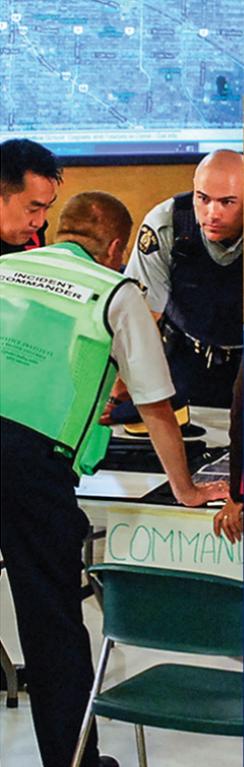
Developing dynamic justice and public safety professionals through exceptional applied education, training, and research.

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# MANDATE

Unique among post-secondary institutions in Canada, the Justice Institute of British Columbia offers specialized, applied education, training, and research in conjunction with our community partners in the fields of justice and public safety.

# COMMITMENTS TO OUR STAKEHOLDERS



- Adapt rapidly to the needs of the justice and public safety community through proactive engagement.
- Offer focused, specialized training to ready the workforce for the jobs of tomorrow.
- Improve learning pathways for students to remain current, support learning needs, enhance mobility, and credential attainment.
- Be service oriented.
- Partner with Aboriginal communities to build skills and job training opportunities.
- Focus on learners' unique needs, inclusive of all cultures.
- Demonstrate accountability through quality assurance, continuous improvement, and reporting.
- Improve organizational effectiveness and uphold disciplined financial management to create a sustainable organization.
- Enhance opportunities for integrated programming across divisions.



## COMMITMENTS TO OUR TEAM

- Value and respect our employees and partners, and build relationships that reflect the highest standards of integrity.
- Advance a culture of creativity, innovation, teamwork, and transparent decision-making.
- Facilitate timely and effective communication, and share successes.
- Collaborate to create new revenues and growth opportunities.

# STRATEGIC PRIORITIES

## 2015 - 2020



# 1

BE RELEVANT  
AND IMPACTFUL

# 2

INCREASE  
ENGAGEMENT AND  
AWARENESS



3

CREATE  
EXCEPTIONAL  
ENVIRONMENTS



4

BE EFFECTIVE AND  
ACCOUNTABLE

# 1. BE RELEVANT AND IMPACTFUL

Offer focused, specialized and applied education, training, and research across economic sectors.

## 1.1 GOAL:

Ensure programs reflect current and emerging labour market and educational needs and trends.

## ACTIONS:

- Offer programming informed by justice and public safety practitioners and employers.
- Innovate and adapt new applied learning approaches.
- Extend program assessments and analysis across all schools.
- Enhance and optimize program infrastructure to support high-impact learning.
- Identify and adapt to student demographics, desires, and program trends.
- Increase relevant applied research and scholarly activity.

## 1.2 GOAL:

Increase learning opportunities across the province through collaboration with post-secondary institutions, communities, and other organizations.

## ACTIONS:

- Update regional campus plans.
- Increase partnerships to meet the future needs of the province.
- Expand partnerships with Aboriginal communities to expand specific, credentialed, workforce education and training.

## 1.3 GOAL:

Increase inter-professional applied training, education, and research.

## ACTIONS:

- Identify and remove barriers to inter-professional applied, training, education, and research.
- Increase inter-professional applied training and education.
- Increase inter-professional applied research.

## 2. INCREASE ENGAGEMENT AND AWARENESS

Expand stakeholder engagement and actively market programs and capabilities.

### 2.1 GOAL:

Expand engagement with communities, organizations, and stakeholders.

### ACTIONS:

- Increase stakeholder participation in advisory capacities, applied research, and other innovative work.
- Demonstrate leadership and showcase institutional expertise by participating in local, national and international justice and public safety events.
- Expand outreach to governments, Aboriginal communities, the business community, and industry.

### 2.2 GOAL:

Build brand awareness to be the first choice for education, training, and applied research in justice and public safety.

### ACTIONS:

- Develop, implement and manage a marketing strategy and plan that recognizes our diverse programs, stakeholders, and the most effective marketing channels for each of them.

# 3. CREATE EXCEPTIONAL ENVIRONMENTS

Cultivate outstanding working and learning places.

## 3.1 GOAL:

Create a responsive service culture.

## ACTIONS:

- Develop and implement continuous quality improvement initiatives.

## 3.2 GOAL:

Enhance our working and learning places by relentlessly pursuing inclusiveness and engagement.

## ACTIONS:

- Increase staff, faculty, and student engagement in policy development, committees, and scholarly activities.
- Strengthen learning environments that increase the successful participation of Aboriginal and international students.
- Implement initiatives to increase cultural awareness, sensitivity and competency among employees and students.

## 3.3 GOAL:

Celebrate the achievements of students, graduates, and employees.

## ACTIONS:

- Capture and share success stories internally and externally.
- Increase the number of nominations submitted for local, national and international awards and other forms of recognition.

## 3.4 GOAL:

Attract, develop, and retain outstanding faculty and staff.

## ACTIONS:

- Integrate best practices for recruitment and retention of employees.
- Offer varied professional development opportunities.

# 4. BE EFFECTIVE AND ACCOUNTABLE

Enhance organizational effectiveness and expand public accountability.

**4.1 GOAL:**  
Increase financial sustainability through fiscal discipline and new revenues.

**ACTIONS:**

- Improve organizational financial discipline culture and processes.
- Grow revenues from existing sources and develop new, incremental, and sustainable revenue sources.
- Maximize student enrollments and expand international training.
- Collaborate with the JIBC Foundation to implement fundraising and alumni relations plans.

**4.2 GOAL:**  
Improve data-informed decision making built on effective business systems.

**ACTIONS:**

- Fully implement the Enterprise Resource Planning (ERP) initiative, including the use of tools that support information management and reporting.
- Adopt and measure performance against benchmarks for key academic and support functions.

**4.3 GOAL:**  
Optimize technology to support high-quality programming and services.

**ACTIONS:**

- Optimize shared services.
- Increase JIBC compatibility with key stakeholders' technology.
- Implement effective and innovative education technology.

**4.4 GOAL:**  
Improve long-term planning.

**ACTIONS:**

- Improve integrated planning across JIBC programs and services.
- Ensure alignment of key performance indicators with government direction.

**4.5 GOAL:**  
Increase commitment to stakeholder and public accountability.

**ACTIONS:**

- Establish and communicate effective stakeholder and public accountability policies and practices.
- Enhance the quality assurance framework.

# JIBC PROGRAM AREAS AND THEMES



JIBC OFFERS A BROAD CONTINUUM OF LEARNING OPPORTUNITIES FROM RECRUIT TRAINING, TO UNDER-GRADUATE AND GRADUATE EDUCATION, CONTINUING EDUCATION/STUDIES AND APPLIED RESEARCH.

## PROGRAM THEME AREAS INCLUDE:

- Counselling
- Community safety
- Paramedicine
- Continuing professional health education
- Conflict resolution, mediation and negotiation
- Leadership and capacity building
- Fire safety and prevention
- Emergency management
- Road safety and driver training
- Security
- Law enforcement studies
- Investigation and bylaw compliance
- Municipal policing
- Sheriff and court administration
- Corrections, family and community justice
- Public safety, applied leadership and administration





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*Justice Institute of British Columbia (JIBC) is Canada's leading public safety educator recognized nationally and internationally for innovative education in justice, public safety and social services.*

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