

RELEVANT &

2020-2025 STRATEGIC PLAN

RESPONSIVE

EDUCATION



**JUSTICE
INSTITUTE**
of BRITISH COLUMBIA



EXECUTIVE MESSAGE

Justice Institute of British Columbia (JIBC) is pleased to unveil our new five-year strategic plan mapping our future from 2020 through 2025.

The plan, entitled Relevant & Responsive Education, outlines a pathway towards JIBC's aim of meeting the complex and evolving needs of the public safety professions and the educational and training requirements of their personnel. This course of action gives JIBC focus and buttresses our ability to anticipate changing needs, adapt methodically, and respond effectively to the labour market demands of the future.

It is the culmination of more than a year of extensive consultation and reflection to determine the strategic direction of the Institute's future, set objectives, and devise an action plan to achieve them. We have engaged stakeholders, including JIBC's Board of Governors, JIBC Foundation Board of Directors, staff, faculty, students, community partners, and local First Nations elders, to provide input.

Together we have developed a set of core values — service, integrity, and diversity — as a basis for our efforts to achieve our strategic goals. In our “strategic house,” these values serve as the foundation that underpins the four strategic pillars:

1. Pursuing Excellence in Education
2. Transforming the Student Experience
3. Investing In People
4. Advancing Operations

The pillars, in turn, support the strategic pillar results, which then hold up the “roof” comprised of JIBC's vision, mission and mandate. A number of objectives were identified which reinforce the four strategic pillars.

In short, this strategic plan represents our way forward to meet our vision of safer communities and a more just society. For four decades, JIBC has been counted on to educate and train those who serve crucial public safety roles in our communities. This plan will help ensure we continue to meet those expectations now and in the years to come.



Dr. Michel Tarko
President & CEO



Dr. Stephen Gamble
Chair, Board of Governors

BUILDING JIBC'S 2020-2025 STRATEGIC PLAN

We see our new strategic plan as a road map for the ever-changing landscape of the public safety professions and the educational needs of their personnel. Our goal is to create a results-focused plan informed by students, employees and the JIBC community which strengthens our ability to anticipate, adapt and respond to the labour market demands of the future.

This process began with JIBC's vision, mission, and mandate, and the results we aim to achieve. We then developed our strategic pillars to identify key aspects of our organization and determine the focus of our strategic direction. We introduced values which act as the foundation to achieving our strategic goals. Our values guide our behaviour including how employees, exemplify them in their interactions with students and others. Values also serve to lead our decision-making in relation to all matters impacting student success. Below are the foundational pieces to JIBC's 2020-2025 Strategic Plan.

STRATEGIC CONTEXT

JIBC was established in 1978 as a public post-secondary provincial institute with the unique mandate of providing education, and training to public safety professionals. Since then, the world has constantly changed, and it is our responsibility to stay relevant and be responsive to the most pressing needs of society, together with government and its agencies. JIBC is agile and this strength will be needed more than ever as the pace of change continues to increase.

ADDRESSING THE LEGACIES OF COLONIALISM

JIBC is committed to working in partnership with Indigenous Peoples and government to implement the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and answer the Truth and Reconciliation Commission's (TRC) calls to action. JIBC's social justice and corrections programming supports the professionals on the front lines, preventing and addressing the harms stemming from trauma and abuse.

Our focus on Indigenous education will provide JIBC faculty, staff, and students with greater cultural sensitivity, understanding of the history and impacts of colonialism, and knowledge to incorporate Indigenous worldviews, ways of being, and traditional practices into our work.

PLANNING FOR CLIMATE IMPACTS

The world's scientists have reached consensus that the earth's climate is warming, with consequences that are a growing threat to humanity. In the context of global pandemics, natural and human-made disasters, increasing emergency management capacity is an important strategy to minimize human suffering and losses and increase community and business resiliency in the face of increased risk.

JIBC is a strategic partner in British Columbia's Adaptation Strategy, helping to build a culture of preparedness built on a strong foundation of knowledge and tools. The Institute offers the only undergraduate degree in BC focused on emergency and security management.

LEADING ONLINE LEARNING

JIBC is an internationally-recognized leader in the design and delivery of online and open education. Thirty percent of education at the Institute is fully online or blended with some face-to-face teaching. Digital education has well-defined benefits with lower costs, longer reach, and greater student access and flexibility.

Serving diverse student populations throughout BC with high quality, relevant, and cost-effective education and training has fuelled JIBC excellence in the use of educational technology and learning design.

PREPARING FOR THE FUTURE OF WORK

JIBC provides the qualifications to practise in professions that are highly in demand, including firefighters, emergency managers, paramedics, police officers, sheriffs, and managers in correctional services. Our professions are continually adapting to environmental, economic, and technological change and workers must be prepared for life-long learning as they continually re-train throughout their careers.

The post-secondary system needs to be equitable and accessible for individuals regardless of how and when they begin their education. This has always been JIBC's strength, with a future focus on recognizing competencies through micro-credentials and making it easier for learners to customize their educational paths to meet their professional goals.

The BC labour market is experiencing a growing gap between the number of new entrants to the workforce and job vacancies. JIBC's strategy envisions recruiting highly-qualified international students, through programs such as its new post-baccalaureate diplomas in law enforcement and disaster management, to ensure that the Institute continues to meet the demand for highly-skilled workers.

PRIORITIES IN CRIMINAL JUSTICE

BC has experienced a 10-per-cent increase in adult criminal cases in Provincial Court over the last four years. Improving access to justice by reducing trial delay is a priority and strategies include recruiting more sheriffs, training more practitioners in alternative dispute resolution, and specialized courts.

Government and law enforcement agencies rely on JIBC to develop educational responses to help address complex problems such as money laundering and the opioid crisis. JIBC is developing post-graduate education to prevent and address cybercrime, a diverse, pervasive, and growing threat to a multitude of businesses, and government and law enforcement agencies.





VISION

Safer communities and
a more just society.



MISSION

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



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.

VALUES

Service

We are passionate in delivering educational experiences that foster a more just society and make a difference to our learners and to the communities in which we serve.

Integrity

We uphold the principles of respect, honesty, and fairness as we build relationships grounded in trust and accountability.

Diversity

We commit to the principles of equity, diversity, and inclusion and we are inspired by the inherent strengths of our collective differences.



PURSuing EXCELLENCE IN EDUCATION

01

■ Service ■ Integrity ■ Diversity ■



TRANSFORMING THE STUDENT EXPERIENCE

02



INVESTING IN PEOPLE

03



ADVANCING OPERATIONS

04

PURSuing EXCELLENCE IN EDUCATION

01

At JIBC, we have a responsibility to our disciplines and the communities they serve to inspire and prepare our students for justice and public safety careers. Our graduates work in a complex world with high stakes; they must be ready for any situation.

Through our experiential learning environments, we ensure our students are prepared for their first day on the job and to work in a rapidly-changing world. We are committed to a culturally responsive and inclusive mindset, with emphasis on Indigenous truth and reconciliation, within both our learning and our working environments.

JIBC continues to enhance its curriculum through applied learning approaches, educational technologies, and research. We identify emerging trends and respond to market demands with new programs ahead of community needs. JIBC aims to revitalize how we work with our community partners to ensure we are providing the workforce of the future.



THE RESULTS JIBC WANTS TO ACHIEVE:

- Employers and students value JIBC's quality of education
- Students return for further studies
- Employers send their employees to JIBC
- Programming meets employers' needs
- The education we provide is accessible to all BC residents

PILLAR OBJECTIVES



ENSURE RELEVANT AND RESPONSIVE PROGRAMMING AND DELIVERY

We will consistently deliver quality, evidence-informed programming that is developed in consultation with communities and justice and public safety professions. Our programs will reflect current and emerging trends, and will provide relevant, flexible career and educational pathways. We will create innovative and experiential learning environments, supported by practitioner scholars.



ENHANCE INDIGENOUS EDUCATION

We will increase knowledge and literacy about Indigenous culture and history (Truth) to ensure that we are relevant and responsive to our communities and partners. In addition, we will improve relationships between justice and public safety professions and Indigenous communities (Reconciliation) and promote increased representation of Indigenous people in justice and public safety professions.



ENHANCE ENGAGEMENT AND RELATIONSHIPS WITH COMMUNITY AND PROFESSIONAL PARTNERS

We will strengthen and develop relationships with communities and justice and public safety professions – locally, nationally, and internationally – to better align with their needs and priorities. Together with our partners, we will help make communities safer by reflecting, advancing, and leading practice.



EMBED EQUITY, DIVERSITY AND INCLUSION IN OUR EDUCATION

We will embody our commitment to social justice and safer communities by creating inclusive and equitable programming and learning environments that respect and support our diverse student body and the communities they serve.

TRANSFORMING THE STUDENT EXPERIENCE

02

Encountering people in challenging and vulnerable situations is an everyday occurrence for justice and public safety professionals. Through experiential learning, JIBC nurtures its students' desire to make a difference, and supports their capacity to feel, think, and act professionally within these environments.

JIBC invests in learning and wellness supports, increasing access to the resources students need as they transition from the person who first enters our doors to the graduate working and serving in their communities. We will continue to immerse all of our students – online, in class, and in the workplace – in real-world situations and practices across their entire JIBC experience. We encourage and support all JIBC employees to positively influence students' transformation and educational experience.



THE RESULTS JIBC WANTS TO ACHIEVE:

- Students experience good customer service
- Students easily access the services they need at JIBC
- Students complete their programs
- Graduates are prepared for practice in their profession

PILLAR OBJECTIVES



ENHANCE STUDENT SUCCESS

Students are our priority and it is imperative that decision-making is informed by what is best for student success. We believe that the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) principle of “Nothing about us without us” is relevant for all students and guides how we work on their behalf.



ENRICH CAMPUS LIFE

When enhancing campus life, we will ensure that: services are available and accessible to promote student success; our students feel a sense of belonging; and student wellness is a key consideration regardless of the location or delivery method of our programs (online, offshore and community delivery).



INVESTING IN PEOPLE

03

JIBC's success is rooted in the experience and dedication of its staff and faculty who are committed to its vision of safer communities and a more just society. As such, it is critical that we continuously improve how we recruit, support and celebrate our employees. Our approach to identifying prospective talent, as well as building our skills and processes for selecting and onboarding employees, is reflective of our professional reputation.

We empower employees to participate in decision-making, and recognize them for contributing to and exemplifying JIBC's values of service, integrity and diversity. We support them through change so they can adapt and succeed in their evolving environments. We continuously support our faculty who are experts in their fields, helping them to advance their skills as teachers while remaining current within their disciplines.



THE RESULTS JIBC WANTS TO ACHIEVE:

- Faculty are both experts in their fields and excellent instructors
- JIBC retains and recruits the best people
- Reflect the diversity of the communities JIBC serves through its staff and faculty

PILLAR OBJECTIVES



IMPROVE STAFF AND FACULTY RETENTION AND RECRUITMENT

We will improve our effectiveness at retaining and recruiting the best people to achieve our strategic objectives. We will promote a diverse and inclusive organizational culture and workplace environment, with an emphasis on Indigenous reconciliation. We will support and empower people to be successful in their roles and recognize and value their contributions.



ENHANCE SUPPORT FOR STAFF AND FACULTY

We will ensure ongoing professional development and support for staff and faculty, and help them to work in new ways and adapt to change. We will invest in providing the right resources for our staff and faculty. We will support faculty to remain experts in their fields and be skilled teachers. We will expand initiatives to increase staff and faculty awareness, understanding, and competency in diversity and inclusion. In all aspects of our operations, the health, safety, and wellness of our staff and faculty will be paramount.



STRENGTHEN STAFF AND FACULTY ENGAGEMENT, RECOGNITION, AND EMPOWERMENT

We will improve initiatives to communicate effectively with staff and faculty and create more opportunities for employee feedback. We will value, recognize, and appreciate our staff and faculty whose contributions and dedication make JIBC an exceptional place to work. We will support and empower staff and faculty, in their day-to-day roles, to deliver exceptional service, solve problems, innovate, and collaborate. We will provide opportunities for staff and faculty to participate in planning and decision-making.



ADVANCING OPERATIONS

04

At JIBC, we expect everyone who interacts with us to have a seamless experience. We continually advance our operational processes that underlie how we accomplish our work and make decisions in support of our students and stakeholders. Continual review and revision of operations leads to more efficient and effective processes, systems and security. This positively impacts our students' experience and employee success, while freeing up resources to meet current and future needs.



THE RESULTS JIBC WANTS TO ACHIEVE:

- Resources are allocated according to strategic objectives
- Decisions are data informed
- Processes are more efficient

PILLAR OBJECTIVES



ALIGN RESOURCES WITH STRATEGIC PRIORITIES

We are resilient and flexible to seize new opportunities and sustain growth. Enabling our response to new priorities, including the TRC Calls to Action and UNDRIP, requires a thoughtful shift or re-organization of our resources — revenue, talent, space, and technology. We will meet the growing demand for justice and public safety training and education by leveraging our educational excellence within existing and new partnerships and markets, both locally and abroad.



TRANSFORM OUR PROCESSES AND SERVICES WITH TECHNOLOGY

Delivering outstanding customer experiences and improving employee engagement drive our processes and use of technology. We will transform how we serve our stakeholders by developing more common processes and operating procedures, considering all the costs and opportunities available. Integrating technology solutions with improved processes will increase efficiency and provide better information for decision-making.



FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT

We will enhance our operations by implementing a cycle of continuous improvement. We will consistently evaluate our performance and use that information to make coordinated decisions that align with our strategic goals. We choose our opportunities after disciplined evaluation, using institution-wide criteria to assess the quality, effectiveness, cost, and risk of current and proposed activities.



AREAS OF STUDY



COMMUNITY SAFETY



CONFLICT RESOLUTION



**CORRECTIONS & YOUTH
JUSTICE**



COUNSELLING



**DRIVER EDUCATION &
ROAD SAFETY**



**EMERGENCY
MANAGEMENT**



FAMILY JUSTICE



FIREFIGHTING

JIBC offers a broad continuum of learning opportunities from recruit training, to certificates, diplomas, bachelor's degrees, post-baccalaureate diplomas, graduate certificates, continuing education and applied research.



INTELLIGENCE ANALYSIS



LAW ENFORCEMENT & INVESTIGATION



LEADERSHIP



MUNICIPAL POLICING



PARAMEDICINE & HEALTH SCIENCES



SEARCH & RESCUE



SECURITY



SHERIFF TRAINING

New Westminster Campus
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*Justice Institute of British
Columbia (JIBC) is Canada's
leading public safety
educator developing dynamic
justice and public safety
professionals through its
exceptional applied education,
training and research.*

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