

Université du Québec en Abitibi-Témiscamingue

2025-2030 Strategic Plan



TABLE OF CONTENTS

- 4** Messages from the Chair of the Board of Directors and the Rector
- 6** UQAT:
Grounded in its Communities,
Focused on the Future
- 10** The 2025-2030 Strategy
- 11** Mission, Vision, Values
- 12** Orientations and Strategic Objectives
- 18** Quick-Reference Chart

Territorial Acknowledgment

The Université du Québec en Abitibi-Témiscamingue acknowledges that it is located within *Nitakinan*, Anicinape Aki. It acknowledges that Indigenous languages, cultures, and identities are deeply rooted in Nitakinan and that this territory is vital to traditions of sharing, healing, and passing down knowledge.

Today, this territory is home of many nations living in both territorial and urban communities. UQAT also recognizes that its educational institutions and activities extend to the territories of other First Peoples.

UQAT is mindful that it is part of a system whose origins go back to colonization. Educational institutions have long been used for the purposeful assimilation of First Peoples, in particular through the imposition of the residential school system. The damaging effects of that system can still be felt today.

In view of this acknowledgment and in support of the full assertion of the First Peoples, UQAT commits to taking concrete action, specifically through education and research.

NISITOTAMOK ECI ONAKISIK UNIVERSITÉ
DU QUÉBEC EN ABITIBI-TÉMISCAMINGUE
KITCI KIKINOAMATIWIWAM
ANICINAPE AKIKAK, NITAKINAN KA
ICINIKATEK. OKIKENTANAWA IIMA
PITIKAMIK NITAKINAN EKI OTCISEKIN
ICIKICWEWINAN, ICITWAWINAN
ACITC ANICINAPE INENTAKOSIWINAN.
MI ACITC WETCIMAKAKIN
IIMA AKIKAK KITCI KI ACOWI
MIKIWANIWAK KIKINOAMAKEWINAN,
MECKOTONIKEWINAN ACITC KIKEWINAN.

NOKOM KITCI MANE PEPAKAN ANICINAPEK
ICAWAK IIMA UQAT KITCI KIKINOAMATIWIWAM,
AIANOTCIKOTC MANEWEEK ANICINAPEWAKIN
ACITC OTENAN OTCIWAK. AIANOTCIKOTC
ANICINAPEWAKIN OTINIKATEWAN APITC
MIKIMOWATC UQAT ACITC KEKON WI
ICITAWATC.

OKIKENTANAWA UQAT EKI OTAPINIKATENIK
OTAKIMIWA EKI TAKWICITC KA WAPISITC.
KINWEC KI KAKWE ATCITCIKATENI
ECI PIMATISIWATC ANICINAPEK,
TAPICKOTC OTAPINOTCICIMIWA EKI
MATCIWINAKANIWIWATC KITCI NTA
KIKINOAMASOWATC WINAWA KA ICI
PIMATISIWATC KITCI INATISIWATC.

EKIKENTAMOWATC KA ICISEWATC ANICINAPEK
ACITC KITCI WITOKAWAKANIWIWATC NAWATC
KITCI SOKIKAPAWIWATC ANICINAPEK, UQAT
OKA WITCIAN MAIA KITCI KI MINOSEWATC,
TAPICKOTC KITCI NANATAWAPATCIKANIWAK
ACITC KIKINOAMAKEWINIKAK.

A Message from the Chair of the Board of Directors

It is with great pride that I present to you the 2025-2030 Strategic Plan for UQAT!



This plan is the product of an extensive internal and external consultation process at UQAT. It expresses a shared vision built around the university community's ambitions.

In this Plan, you will find visionary, forward-looking ideas. Grounded in our teaching, research, and creation mission, this plan allows UQAT to continue to grow, to assert its identity, and to step confidently towards new horizons.

I would like to extend my deep appreciation to every individual who helped with this significant undertaking, the work of which extended over close to a year. It is thanks to your commitment that we are able to transform the challenges that we face into opportunities. This will allow us to continue to craft a university that stands out for its willingness to listen, to innovate, and to grow.

In circumstances that come with their own share of unknowns, this strategic plan proves more necessary than ever. It guides us, bring us together, and, above all, inspires us.

Happy reading!

Vincent Guimont
Chair, UQAT Board of Directors

A Message from the Rector

We are excited to share UQAT's ninth Strategic Plan, which will inform our actions between 2025 and 2030.



Organized around five major orientations and 20 strategic objectives, this plan provides us with a clear path, in order that our university can fully pursue its teaching and research missions, and provide services to the community. Simply put, it is a plan intended to give us a north star that every one of us can see!

Human-centred, creative, and visionary, UQAT is a university with a builder's mindset. True to its purpose, for over 40 years, even in the face of adversity, it has moved ahead with determination, remaining steadfast, and forward-looking.

People are the central part of this plan. Students, of course, alongside the faculty and teaching staff, together with the teams that bring our university to life. Equally important are the Indigenous people with whom we have established long-term relationships as well as the community around which we come together, more broadly speaking. This plan reflects our commitment to be a driver of positive change, in service to the health and wellbeing of individuals, as well as the vitality of the territory.

I hope that you might catch sight of the momentum and the vision that we wished to breathe into this plan. Happy reading and, above all, thank you for being a part of this new and collective effort!

Vincent Rousson
Rector, UQAT



UQAT: Grounded its Communities, Focussed on the Future

At its founding, the Université du Québec en Abitibi-Témiscamingue was called on to do the impossible, to set in motion an ambitious dream: the dream of offering equal access to knowledge in a territory distant from major urban centres.

Today, reality has exceeded that initial dream. UQAT is a human-centred, creative, and visionary university, carried by the vision of those that built it, and driven by a collective spirit deeply rooted in its communities.

Using its unmistakable scientific strengths, its inspiring partnerships, and its ever-present commitment to innovation, UQAT helps turn challenges into real-world solutions. Its commitment to accessibility, success, and excellence demonstrates a clear willingness to enable every individual to take control of their destiny.

Though still a young university, because of its strong growth model UQAT has a reach that extends beyond its borders. It carries out its mission with a local focus and in the spirit of academic freedom. It fully embraces its critical role, remaining an island of free thought, where society is always being challenged and reinvented.

The 2025-2030 Strategic Plan is the embodiment of who we are: A university of the heart, the mind, and the territory. A university that can grow with its community: active and retired staff members, students, alumni, and partners. A university that, every single day, builds the future to match its dreams.



UQAT in 2025

7

campuses and centres

453

non-teaching employees

34,016

diplomas awarded

585

professors and sessional lecturers

7,058

students, including
828 international students

164 programs of study

at the undergraduate, graduate, and postgraduate levels in the following fields:



Agriculture



Art therapy



Creation and
new media



Education



Indigenous studies



Forests



Engineering



Administration



Mines and
groundwater



Psychoeducation



Health



Social work

Research

**1st in
Canada**

in research intensity
per professor
(among comprehensive
universities)*

**2nd in
Canada**

for research funding
obtained in partnership
with business*

**\$24M/
year**

in research
volume

**More than 50 research clusters and infrastructure,
including 18 chairs:**

**6 Canada
Research Chairs**

**2 industrial
chairs**

**8 institutional
chairs**

**2 strategic
chairs**

Internal data as of the end of the 2024-2025 academic year

*Source : *Research Infosource Inc*, 2024

The 2025-2030 Strategy

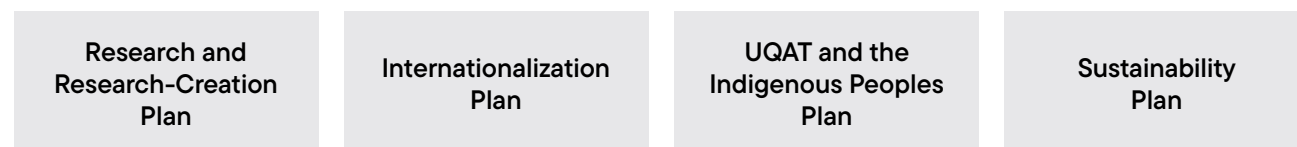
The product of hard work extending over nearly a year, this strategic plan is based on an impressive level of involvement by stakeholders in the university community – faculty and teaching staff, employees, students, department heads – as well as a number of partners in local and regional communities. Produced by way of an extensive consultation and review process, today’s strategic plan is a vital milestone that will help to inform UQAT’s decisions, priorities, and actions in the years to come.

The plan outlines five broad orientations and 20 strategic objectives, charting a clear path **to inform the manner in which UQAT embodies its mission in teaching, research, and creation, as well as its role in providing service to the community.**

The 2025-2030 Strategic Plan Orientations:

1. **Make student success and the student experience central to action**
2. **Create a human-centred, efficient, and learning organization**
3. **Make regional health a driver of social transformation and community vitality**
4. **Support of the full assertion of the First Peoples**
5. **Innovate and act as a university to contribute to the common good, for the environment**

This strategy will be complemented by cross-institutional plans, in particular:



Together these plans form a coherent, integrated approach. They express a shared cooperative vision of UQAT’s future, ensuring strategic alignment between the wider ambitions of the university and concrete action, supported by the action plans for administrative units, teams, and departments carried out as part of the same strategy.

The strategic objectives and orientations will also be accompanied by indicators, allowing the plan’s implementation to be monitored, and its benefits to be evaluated over time.

Mission

Grounded in *Kitakinan*¹ and open to the world UQAT creates, passes on, and harnesses a variety of knowledge to support the success and growth of individuals, and of communities.

Vision

Proud of its roots in the Abitibi-Témiscamingue region, which embody its builder's mindset, UQAT is the preferred choice for students whether they take classes in-person, or by distance education. Through education, research, and creation in many fields, UQAT contributes to the growth, vitality, and health of its communities, and sets itself apart across the globe by way of its leading-edge expertise in Indigenous studies, and the responsible stewardship of natural resources. A deeply committed local university, it actively participates in building a sustainable future for, by, and with communities.

Values

HUMAN-CENTRED

UQAT puts people at the heart of its strategy and decisions by welcoming, listening, and building close ties, by respecting differences, and by investing in what's good for the community and society.

CREATIVE

UQAT fosters discussions that lead to innovation and discovery—that welcome curiosity as a source of wealth and change as an opportunity to excel.

AUDACIOUS

UQAT is helping to forge a strong future for our communities, in Quebec and elsewhere, while daring to do things differently in the pursuit of excellence and according to the principles of sustainable, inclusive development.

¹In Anicinapemowin, the word *Kitakinan* refers to the territory to which every one of us belongs. It evokes a far-reaching universe of relationships with living and non-living things and with the spirit world, as well as the feeling of belonging on the territory shared by Indigenous and non-Indigenous peoples. *Kitakinan* has no borders.

Make student success and the student experience central to action

Student success is central to UQAT's mission. This is expressed by achieving a personal goal, by acquiring knowledge and through the development of skills, as with the pride that comes from having persevered to achieve a life goal. This is the success that we want to make integral to the actions we take.

UQAT welcomes a varied and unconventional student body noted for its variety of academic paths, backgrounds, and aspirations. While some individuals arrive here as students who are continuing their college-level education, many others are undertaking a return to university and must balance both personal and professional commitments. This diversity requires tailored, consistent, and inclusive academic trajectories. Whether in distance education or at one of our campuses or centres, the student experience must be seamless, flexible, and fully engaging.

For this to be meaningful, we need to understand and redefine the academic paths. Every service, every department, every interaction that we have with students plays a role in success and helps to create a powerful experience. Beginning with recruitment, and at each step along the academic path, the experience should be an optimal one, through to graduation, and beyond. By aligning ourselves around this continuum, we build our capacity to support and inspire individuals, as well as our capacity to bring out the very best in the people who choose UQAT.

By defining student experiences as meaningful ones, and by focussing on our strengths in teaching and as human beings, as well as by recognizing that every team contributes to everyone's success, we build our capacities for attraction, retention, and influence.

STRATEGIC OBJECTIVES

- 1.1 Reinforce the support towards success for all cycles, as well as personalized supervision in research.

- 1.2 Enhance and support the quality of teaching, and innovation in teaching.

- 1.3 Redefine the student experience to have a distinctiveness and a dynamic unique to each campus and centre.

- 1.4 Implement a people-centred and nuanced experienced in distance education, and make a competitive advantage of it.

- 1.5 Offer accessible, inclusive, and culturally safe academic paths.

- 1.6 Address the living conditions and the wellness issues that affect student success.

Create a human-centred, efficient, and learning organization

Providing students with a quality experience requires a strong organization. To achieve its ambitions, UQAT must rely on committed teams, on efficient processes, and on an expanded capacity to plan.

The complexity of organizational and financial challenges requires clear, collective, and complex responses. This means knowing how to prioritize, how to clarify responsibilities, how to simplify the ways things are done, and how to build our skills and abilities to use the data produced. An efficient organization is a lighter organization: it is more flexible, more consistent, and more efficient.

It is also a matter of working towards digital maturity, in a coordinated, responsible, and strategic manner. This does not simply mean adding tools or functionality: it means making digital a true driver of transformation for our university, a way to understand our processes better and to improve them, to benefit our teams and the student experience.

We want to lead this transformation while bearing in mind our ideal of a local focus, and our culture of collaboration, as well as our commitment to working in a climate of trust. This means fostering workplaces where individuals feel heard, valued, and supported, environments in which innovating, growing, and making a contribution is possible.

That is a learning organization: An organization able to evolve, adapt, and make progress, each alongside the other. Now is the time to rebuild our foundations to provide ourselves with the means to fulfill our ambitions in the interests of our entire community.

STRATEGIC OBJECTIVES

2.1 Optimize organizational structure, internal collaboration, and processes by realigning them with the student experience and with teaching, research, and creation activities.

2.2 Undertake a transformation that focusses on digital literacy, and on the ethical, learning, and scientific ownership of artificial intelligence and of emerging technologies.

2.3 Formalize and implement an integrated and strategic planning and financial management model.

2.4 Provide workplaces focussed on wellbeing and balance, on personal improvement, on staff growth, as well as on team involvement.

Make regional health a driver of social transformation and community vitality

A commitment to regional health means taking a broader, integrated view of the conditions needed to create vital communities and individuals.

Accordingly, education is one of the most powerful drivers of social transformation. This perspective allows health to be addressed not as a sectoral matter, but as a cross-cutting issue that affects every part of community life. This, of course, means medical and psychosocial care but this also refers to public health and the welfare of regional populations, understood in the broadest sense. In particular, this refers to the environment, to the quality of the air, water, and soil, to safety and social justice, to sustainable agriculture, as well as to access to healthy food. This also includes economic realities as vital drivers of individual and community growth. Each of these interdependent components plays a role in individual and collective health.

In this respect, regional health is not simply one sector among many: It is a reflection of the great challenges of our times, and a call for collaboration between disciplines, experts, and partners. Regional health is a central theme, consistent with our interdisciplinary expertise and our commitment to taking concrete action to deal with the challenges that communities face.

Against this backdrop, that UQAT intends to increase the contribution that it makes. Applied and collaborative research, grounded in population needs, will allow for better understanding of those needs, and for the suggestion of practical, tailored solutions. This contribution is in line with continued efforts made by our Teaching and Research Units,

our schools and our institutes working proactively on several determinants of health.

By mobilizing its knowledge, its teams, and its partners around this orientation, UQAT seeks to contribute to building stronger, more inclusive, more resilient communities. Health is central to its commitment.

STRATEGIC OBJECTIVES

3.1 Mobilize research to act on determinants of health and wellbeing for regional populations.

3.2 Coordinate with community partners to align university activities with regional and community health priorities.

3.3 Codevelop a locally-based university program in family medicine.

ORIENTATION 4

Support the full assertion of the First Peoples

Since its founding, UQAT has maintained close ties with Indigenous peoples. This closeness has shaped our identity, our values, and our mission. Today, this commitment is expressed by a clear intention: supporting Indigenous peoples' full assertion, while respecting their rights, their cultures, their knowledge, and their worldview.

This strategic orientation is complemented by the implicit and cross-cutting incorporation of Indigenous experience into the other components of this plan. It speaks to the importance of a genuine commitment to Indigenous communities, and is a recognition of their place in, for thousands of years, and of their essential contribution to, our society.

To support this affirmation is to recognize the ancestral rights of Indigenous peoples and to be part of a sincere effort towards reconciliation. This also increases the visibility and showcases the boundless richness of Indigenous cultures, languages, knowledge, stories, and legal and ethical systems. In this regard, the Principle of Territorial Acknowledgment adopted by UQAT is a guidepost, and the foundation for all of our actions as a university.

This orientation calls for the decolonization of our practices. It encourages the university community, together with Indigenous peoples, to begin a process of construction thinking in order to make structural and systemic changes in teaching, research, governance, services, and partnerships. It commits to maintaining authentic, positive, and fair relationships, based on a willingness to listen, on trust, and on mutual support. In taking full responsibility for this, UQAT positions itself as a space for affirmation, discussion, and sharing.

STRATEGIC OBJECTIVES

4.1 Increase the consultation and representation of Indigenous peoples in the various spheres of activity at UQAT.

4.2 Recognize and promote Indigenous perspectives, knowledge, and languages in teaching and in research.

4.3 Work together with Indigenous people to support their access to higher education.

Innovate and act as a university to contribute to the common good, for the environment

For many years, UQAT has committed itself to stewardship of the environment, either in terms of educational content or in its research work, thanks in particular to significant scientific advances coming out of its Forest Research Institute and its Research Institute on Mines and Environment. This concern for the environment is also demonstrated in practical terms, in the Université's everyday administration, with respect to the construction and maintenance of buildings, and institutional practices, in particular. UQAT collectively affirmed its institutional commitment in 2024 with the adoption of the Déclaration d'engagement en écoresponsabilité [Declaration of Commitment to Sustainability], which now informs our long-term actions.

This orientation is also based on a broad view of environmental stewardship. It calls for practical change guided by a willingness to work together, for a reduction of our footprint, and for innovation in the service of the common good and in the sustainability of our mission. This involves the ways we teach, research, create, make decisions, purchase, travel, design spaces, and manage resources. It means educating citizens who can act consciously in a changing world, supporting research aligned with community life, and incorporating scientific, Indigenous, and citizen knowledge to inform actions.

Today, as we find ourselves at the edge of our planetary limits, we must work that much harder. Today, we must make our actions part of a collective approach, based on collaboration between the university community and its public, private, and territorial partners. To work to support the environment is to work to support health, justice,

fairness, and quality of life. It is a declaration of our responsibility to future generations, and to make the courageous, collective, and bold choice to contribute to a more resilient and sustainable society.

STRATEGIC OBJECTIVES

5.1 Create a culture of ecoresponsibility through awareness and education.

5.2 Mobilize research and knowledge in the service of protecting ecosystems and making them resilient.

5.3 Develop and transfer innovative and sustainable solutions to improve environmental and social practices in sectors linked to natural resources.

5.4 Rethink operations to reduce UQAT's environmental impact.



2025-2030 Strategic Plan

QUICK-REFERENCE CHART

Orientations	1. Make student success and the student experience central to action	2. Create a human-centred, efficient, and learning organization
Strategic Objectives	<p>1.1 Increase the support provided towards success for all cycles, as well as personalized supervision in research.</p> <hr/> <p>1.2 Enhance and support the quality of teaching, and innovation in teaching.</p> <hr/> <p>1.3 Redefine the student experience to have a distinctiveness and a dynamic unique to each campus and centre.</p> <hr/> <p>1.4 Implement a people-centred and nuanced experienced in distance education, and turn that into a competitive advantage.</p> <hr/> <p>1.5 Offer accessible, inclusive, and culturally safe academic paths.</p> <hr/> <p>1.6 Address the living conditions and the wellness issues that have an impact on student success.</p>	<p>2.1 Optimize organizational structure, internal collaboration and processes by realigning them with the student experience and with teaching research and creation activities</p> <hr/> <p>2.2 Undertake a transformation that focusses on digital literacy and the ethical, teaching, and scientific ownership of artificial intelligence and emerging technologies.</p> <hr/> <p>2.3 Formalize and implement an integrated model of strategic planning and financial management.</p> <hr/> <p>2.4 Provide workplaces that are focussed on wellbeing and balance, on personal improvement and staff development, as well as on team involvement.</p>

3.

Make regional health a driver of social transformation and community vitality

3.1 Mobilize research to act on determinants of health and wellbeing for regional populations.

3.2 Coordinate with community partners to align university activities with regional and community health priorities.

3.3 Codevelop a locally-based university program in family medicine.

4.

Support the full assertion of the First Peoples

4.1 Increase the consultation and representation of Indigenous peoples in the various spheres of activity at UQAT.

4.2 Recognize and promote Indigenous perspectives, knowledge, and languages in teaching and in research.

4.3 Work together with Indigenous people to support their access to higher education.

5.

Innovate and act as a university to contribute to the common good, for the environment

5.1 Create a culture of ecoresponsibility through awareness and education.

5.2 Mobilize research and knowledge in the service of protecting ecosystems and making them resilient.

5.3 Develop and transfer innovative and sustainable solutions to improve environmental and social practices in sectors linked to natural resources.

5.4 Rethink operations to reduce UQAT's environmental impact.

UQAT
UNIVERSITÉ DU QUÉBEC
EN ABITIBI-TÉMISCAMINGUE

445, boul. de l'Université
Rouyn-Noranda (Québec) J9X 5E4
Tel.: 819 762-0971
Toll-free: 1 877 870-8728
planification.strategique@uqat.ca