



STRATEGIC

PLAN

2020/2025





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**ACKNOWLEDGEMENTS
AND MEMBERS OF THE STRATEGIC
PLANNING COMMITTEE**



A MESSAGE FROM THE RECTOR

It is with great pride that we present to you the eighth Strategic Plan for Université du Québec en Abitibi-Témiscamingue (UQAT). The plan is based on five major goals and will guide all of our actions as we strive to reach those goals in ever more innovative and inclusive ways over the next five years.

Our goals are big goals, and we're ready to act boldly to make them happen. UQAT has been using its exceptional strengths to excel in a unique environment for 37 years and will continue to do so as it moves forward with its 2020–2025 Strategic Plan. Armed with a strategy based on thoughtful analysis and varied, extensive consultations, UQAT has the tools to achieve its vision of becoming a leader in research and education known for the development and deployment of pedagogical, scientific, environmental, technological, social, economic, and cultural innovations.

The accessibility and the distinctive and innovative nature of all our on-campus, distance, and continuing education programs

will be key as we work to achieve this vision, as will the support we provide our students. To that end, we will ensure that all our professors and instructors have access to the most innovative and effective resources, be they professional, technical, or technological, in support of their professional missions. We will reach new heights in research and research-creation, in all our fields of specialty. We will provide our researchers and innovators with an environment that enables the success of their projects. We will optimize the resources available to them and place a precedence on the development of innovative approaches. We will go the extra mile to foster UQAT's development as an organization and that of every member of the university community, because we know that attracting and retaining our members and helping them grow is fundamental to our current and future success.

We will continue to honour our commitment to forge our future in partnership with First Nations and Inuit partners, since they have been a part of our story since the beginning and are members of our

university community, and we will shine more brightly than ever on the national and world stage.

In closing, I would like to acknowledge the exceptional contribution of the dedicated group of people who made this plan possible. We hope that its publication will have a positive impact on every member of the UQAT community. It is certainly something we can all be proud of.

On that note, happy reading!

Denis Martel
Rector

OUR MISSION OUR VISION OUR VALUES



MISSION

Accessible and outward-looking, Université du Québec en Abitibi-Témiscamingue (UQAT) uses its multitude of resources and partnerships and its aptitude for innovation to create, transmit, and apply a wide range of knowledge and foster skill development, fueling growth among individuals and communities at home, across the country, and around the world.

VISION

UQAT is a close-knit university that values every member of its community and is profoundly committed to their performance and success. It is a recognized leader in teaching and research known for the development and deployment of pedagogical, environmental, technological, scientific, social, economic, and cultural innovations. UQAT is an inclusive university that is constantly expanding and improving for, with, and in response to its community, its environment, and its partners at home, across the country, and around the world.

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.

OUR goals

01

TO EDUCATE USING ACTIVE, EXEMPLARY TEACHING METHODS AND DISTINCTIVE, INNOVATIVE PROGRAMS

02

TO STRENGTHEN UQAT'S POSITIONING IN RESEARCH, RESEARCH-CREATION, AND INNOVATION

03

TO ACTIVELY FOSTER THE GROWTH OF THE INSTITUTION AND THAT OF ALL MEMBERS OF THE UNIVERSITY COMMUNITY

04

TO FORGE OUR FUTURE TOGETHER WITH FIRST NATIONS AND INUIT PEOPLES

05

TO GAIN GREATER VISIBILITY AND RECOGNITION, AT HOME AND ABROAD

Goal 01

TO EDUCATE USING ACTIVE, EXEMPLARY
TEACHING METHODS AND DISTINCTIVE,
INNOVATIVE PROGRAMS

UQAT students graduate with the skills and knowledge to tackle present and future challenges thanks to the university's focus on accessibility, distinctive and innovative training programs, inclusive teaching of exceptional quality, and a stimulating student experience.



STRATEGIES

CONTINUE TO BE AN ACCESSIBLE UNIVERSITY

APPROACHES

- > Actively foster an educational culture by making UQAT's programs available in more places and offering more distance education.
- > Improve access to university-level education by adapting UQAT's programs and the ways in which they're offered and by making the path to graduation more flexible and better adjusted to the realities of students from all walks of life.

OFFER DISTINCTIVE, INNOVATIVE PROGRAMS

APPROACHES

- > Continue to develop innovative university programs inspired by our specificities.
- > Expand our continuing education offer by making bold choices in terms of subjects and program types.

USE TEACHING METHODS BASED ON THE PRINCIPLES OF ACTIVE AND INCLUSIVE PEDAGOGY

APPROACHES

- > Continue to offer professors and instructors more training and support based on the principles of active and inclusive pedagogy.
- > Support the development and use of pedagogical approaches, mechanisms, and tools designed to modernize the on-campus and distance education experience.
- > Build awareness among teaching staff of the importance, as part of their professional development, of upgrading their teaching skills based on the latest pedagogical practices and innovations in higher education.

ENRICH THE ON-CAMPUS AND REMOTE STUDENT EXPERIENCE

APPROACHES

- > Find innovative ways to help students come together, build ties, and work in teams, both on campus and remotely.
- > Continue to develop and promote forward-thinking approaches, mechanisms, and tools to help students stay in school and succeed.
- > Improve the physical and virtual spaces used by students.
- > Gain a better understanding of the challenges faced by distance-learning students to improve efforts to help them stay in school and succeed.

Goal 02

TO STRENGTHEN UQAT'S POSITIONING
IN RESEARCH, RESEARCH-CREATION,
AND INNOVATION

Thanks to its local roots and strong partnerships, UQAT has long enjoyed privileged access to a fertile environment for basic, applied, and collaborative research on natural resources and communities. UQAT's aim is to propel its specialized research in natural sciences, engineering, humanities and social sciences, health sciences, and research-creation, while maintaining its current positioning. Through its creativity, innovation, and impact, UQAT has earned a reputation and recognition as a forward-thinking university.

STRATEGIES

FOSTER THE RIGHT CONDITIONS FOR RESEARCH AND RESEARCH-CREATION

APPROACHES

- > Improve and optimize UQAT's spaces for research and research-creation.
- > Offer researchers more and better technical and professional support.
- > Strengthen the culture of research and research-creation.

FOSTER THE DEVELOPMENT AND USE OF INNOVATIVE APPROACHES

APPROACHES

- > Innovate in existing research specialties.
- > Identify and expand the possibilities for pioneering intersectoral research that provides a framework for broader initiatives.
- > Help researchers root their work in Indigenous knowledge.

HIGHLIGHT THE IMPACT OF RESEARCH AND RESEARCH-CREATION

APPROACHES

- > Do more to promote UQAT's research at the national and international level.
- > Put an emphasis on research and research-creation activities and knowledge application.
- > Optimize efforts to recruit graduate students.
- > Do more to disseminate the findings and works of UQAT researchers and artists.

PROVIDE BETTER SUPPORT FOR TOMORROW'S RESEARCH LEADERS DURING THEIR TIME AT UQAT

APPROACHES

- > Promote UQAT's graduate research programs.
- > Make sources of funding and support for research students more visible.
- > Promote student opportunities for paid research and research-creation.

PROVIDE AN EXEMPLARY RESEARCH AND RESEARCH-CREATION ENVIRONMENT IN TERMS OF EQUITY, DIVERSITY, AND INCLUSION (EDI)

APPROACHES

- > Implement a framework that favours equity, diversity, and inclusion.

Goal 03

TO ACTIVELY FOSTER THE SUSTAINABLE GROWTH
OF THE INSTITUTION AND THAT OF ALL MEMBERS
OF THE UNIVERSITY COMMUNITY

Being human-centred is a core UQAT value. Fostering the growth of university community members is always top of mind. The university continues to establish an environment that is healthy, inclusive, and conducive to the attraction, retention, and growth of its community members.



STRATEGIES

TAKE CONCRETE ACTIONS THAT DEMONSTRATE UQAT'S COMMITMENT TO A SUSTAINABLE FUTURE

APPROACHES

- > Identify, evaluate, and improve eco-friendly practices at centres and campuses.
- > Get the community involved in efforts to protect the environment.
- > Establish a sustainable development action plan in the first year of implementing the strategic plan.

IMPROVE AND CREATE PHYSICAL AND VIRTUAL SPACES THAT ARE INNOVATIVE AND STIMULATING

APPROACHES

- > Create spaces for work, study, research, and research-creation designed to meet current and future needs.
- > Make UQAT an enjoyable and flexible place to work, study, and conduct research and research-creation by innovating in the design and organization of campus and centre spaces.

CREATE THE CONDITIONS FOR A HEALTHY AND SAFE UNIVERSITY ENVIRONMENT

APPROACHES

- > Take measures to ensure UQAT is a safe place to work, study, and do research.
- > Make it easier for community members to adopt healthy lifestyles.
- > Prevent and combat all forms of harassment and assault.

CONTINUE TO DEVELOP SOUND MANAGEMENT PRACTICES

APPROACHES

- > Improve data security (IT, documents, personal information, etc.).
- > Pursue UQAT's long-term development while ensuring sound financial management.
- > Encourage all departments, teaching and research units, schools and institutes, etc. to collaborate effectively and make it easier for them to do so.
- > Optimize internal communications.
- > Find more and better ways to attract and include staff.

SUPPORT MEMBERS OF THE UNIVERSITY COMMUNITY ON THEIR PROFESSIONAL AND ACADEMIC JOURNEYS

APPROACHES

- > Collect up-to-date information on the student population and use it to deepen our understanding of student needs and characteristics.
- > Use bold and creative means and practices to foster student success.
- > Help staff members develop their skills throughout their careers.
- > Help university community members acquire digital culture and skills.
- > Create an organizational succession plan.
- > Guide staff in the transfer of knowledge, procedures, and processes related to different categories of positions.

PROMOTE AND INTEGRATE THE VALUES OF EQUITY, DIVERSITY, AND INCLUSION

APPROACHES

- > Foster and instill a culture of equity, diversity, and inclusion.

CONTINUE TO GROW THE SENSE OF BELONGING AT UQAT

APPROACHES

- > Do more to welcome members of the university community.
- > Increase the sense of pride in what members of the university community accomplish.
- > Find motivating ways to promote staff recognition.
- > Strengthen the bond between alumni and their *alma mater*.

Goal 04

TO FORGE OUR FUTURE TOGETHER WITH
FIRST NATIONS AND INUIT PEOPLES

UQAT has had a lot of success integrating Indigenous communities and knowledge in the past few years. It will continue to do so through partnerships that are equitable and inclusive.

STRATEGIES

BE A SOURCE OF NEW KNOWLEDGE ABOUT INDIGENOUS REALITIES FOR ALL STUDENTS

APPROACHES

- > Make all UQAT programs culturally relevant in order to foster inclusion and sharing.
- > Add courses and programs designed, evaluated, and revised for, by, and with Indigenous peoples to our training offer.
- > Support the codevelopment of culturally relevant and inclusive teaching methods.

IMPROVE THE EXPERIENCE FOR INDIGENOUS STUDENTS

APPROACHES

- > Make sure UQAT's services are culturally safe for Indigenous students.
- > Make the academic path as smooth as possible between institutions and from one level of education to the next (bridges, agreements).

MAKE A SIGNIFICANT CONTRIBUTION TO THE WELLBEING OF INDIGENOUS PEOPLES THROUGH RESEARCH AND RESEARCH-CREATION

APPROACHES

- > Make our institutional environment more attractive as a setting for research and education on Indigenous realities.
- > Position UQAT as a provincial, national, and international leader in research, research-creation, education, and continuous education on Indigenous realities.

HELP IMPROVE INTERCOMMUNITY RELATIONS

APPROACHES

- > Help promote reconciliation between peoples and cultures by fostering knowledge sharing and development.

Goal 05

TO GAIN GREATER VISIBILITY AND RECOGNITION,
AT HOME AND ABROAD

UQAT drives development in the region and enjoys privileged relationships with its external partners. The quality and authenticity of these relationships must be maintained if they are to continue to be sustainable and mutually profitable. UQAT's unique strengths make it an active player at home, elsewhere in Quebec and Canada, and around the world.

STRATEGIES

INCREASE UQAT'S IMPACT AND STANDING IN ITS HOME TERRITORIES

APPROACHES

- > Promote UQAT's programs and services on campus, in its centres, and at all points of service.
- > Affirm the existence and significant impact of UQAT's research, research-creation, and facilities across all campuses, centres, and points of service.
- > Increase UQAT's visibility and reputation within the communities it serves.
- > Foster and intensify the involvement of university community members in the communities UQAT serves.

STRENGTHEN UQAT'S IMAGE, PRESENCE, AND VISIBILITY IN QUEBEC AND THE REST OF CANADA

APPROACHES

- > Make UQAT an essential partner.

DEPLOY A STRATEGIC POSITIONING AT THE INTERNATIONAL LEVEL

APPROACHES

- > Use novel approaches and actions to internationalize UQAT's programs.
- > Encourage professors to internationalize their research and research-creation.
- > Do more to position UQAT as an institution of higher learning abroad.

Acknowledgements

AND MEMBERS OF
THE STRATEGIC PLANNING
COMMITTEE

UQAT's 2020–2025 Strategic Plan is the result of the work of a committee of representatives from the university community and from UQAT's partners from various sectors in the areas that UQAT serves. Its content is based on numerous discussions and has been reviewed and approved through a consultation process. Thank you to everyone who helped develop a plan that's every bit as audacious, creative, and human-centred as UQAT!

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HUMAN-CENTRED
>>>> CREATIVE
AUDACIOUS