<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>Message from the Principal</td>
</tr>
<tr>
<td>04</td>
<td>Our Mission</td>
</tr>
<tr>
<td>05</td>
<td>Our Values</td>
</tr>
<tr>
<td>06</td>
<td>Portrait of Education and Research Activities for 2015</td>
</tr>
<tr>
<td>10</td>
<td>Vision 2020</td>
</tr>
<tr>
<td>12</td>
<td>Our Priority Issues</td>
</tr>
<tr>
<td>16</td>
<td>The Student Experience at uQat</td>
</tr>
<tr>
<td>18</td>
<td>Avant-Garde Education</td>
</tr>
<tr>
<td>24</td>
<td>Positioning of uQat on the Research and Creation Arena</td>
</tr>
<tr>
<td>28</td>
<td>Reinforcement of the Partnership between uQat and the First Peoples</td>
</tr>
<tr>
<td>32</td>
<td>Sustainable and Mutually Profitable Interrelationships with Partners, Collaborators and Key Players in the Social, Economic and Cultural Circles and in the Areas Served by uQat</td>
</tr>
<tr>
<td>34</td>
<td>Professional Challenge and Management Efficiency</td>
</tr>
</tbody>
</table>
MESSAGE FROM THE principal

UQAT is deeply committed to and rooted in its areas of coverage. It has grown at an incredible pace, surpassing the wildest dreams of those who founded it more than three decades ago. Through the mobilization of the university community members and partners, UQAT has played an important role in helping communities develop and thrive, producing nearly 15,000 graduates and contributing significantly to progress in science through advanced research related to issues faced by the areas it serves and across Quebec.

We have come a long way, through challenging courses that have stimulated the creative sense of the stakeholders. Over the years, UQAT has naturally grown differently, guided by six consecutive 5-year development plans, one more visionary than the other. It has built on strong partnerships to offer an educational program and conduct research activities in Abitibi-Témiscamingue, in Nord-du-Québec and in the Upper Laurentians.

Our many successful achievements lead us to believe that our off-the-beaten-track methods deliver winning results, and prompt us to challenge ourselves and scale new heights. The 2015-2020 Development Plan reflects a desire to surpass our limits and embrace change as an opportunity.

This is the seventh development plan in the history of UQAT. It proposes a transition to an institution better prepared and equipped to address today’s and tomorrow’s challenges. This, however, is not feasible without the dedicated participation of each one of us. Only the sincere, profound commitment from the university community members, matched with the ever present support of our partners, will enable us to attain our objectives and get close to our target vision. The 2015-2020 Development Plan will be implemented through the creation of specific action plans that keep our daily work closely aligned to the major challenges facing UQAT.

I strongly encourage you to read carefully this development plan, and ponder on the role you could play in making our university more human, more creative and more visionary than ever.

Let’s maintain our tradition: let’s be different and authentic.

Johanne Jean,
Principal
Our mission

By focusing on resource capability, accessibility, partnership and innovation, Université du Québec en Abitibi-Témiscamingue (UQAT) creates, passes on and mobilizes intellectual, scientific and cultural knowledge for contributing in the development of individuals and the growth of the communities within its areas of coverage and involved in partnerships at national and international level.

Our values

With the support of university community members and partners, UQAT carries out its mission by acting consistently with qualifiers that define it best:

**HUMAN**

Placing each individual, student, employee, collaborator and partner at the center of decisions through individualized welcome and attentive listening, with due regard for differences and for the benefit of the greatest number.

**CREATIVE**

Providing an avant-garde place for sharing and discussion on innovations, a place where curiosity is a source of wealth and change is a permanent opportunity to stand out and excel.

**VISIONARY**

Contributing to shape our future, at regional and provincial level, daring to do things differently, surpassing our limits and seeking excellence, with due regard for principles of sustainable development.
OF EDUCATION AND RESEARCH ACTIVITIES FOR 2015

For over a quarter of a century, UQAT has stood apart for the nature of its education, research and community-service activities. By acquiring recognized expertise, UQAT occupies an ever more prominent place regionally, provincially, nationally and internationally. The unique development model that UQAT has applied, focusing on partnerships in every part of its area of coverage, ensures accessibility to university education. UQAT has developed wisely in various areas that support its leading edge reputation today: creation and new media, human and social development, forests, engineering, management, mines and the environment, health and First Peoples.

LEADING-EDGE LABORATORIES AND FACILITIES IN ABITIBI-TÉMISCAMINGUE

<table>
<thead>
<tr>
<th>Laboratory and Faculty</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRCM LABORATORIES IN MINES AND THE ENVIRONMENT</td>
<td>Rouyn-Noranda</td>
</tr>
<tr>
<td>LAC DUPARQUET RESEARCH AND TEACHING FOREST</td>
<td>La Salle</td>
</tr>
<tr>
<td>LAFER LABORATORY IN NURSING SCIENCES</td>
<td>Rouyn-Noranda</td>
</tr>
<tr>
<td>MOTION CAPTURE STUDIO (MSCAP)</td>
<td>Val-Fort</td>
</tr>
<tr>
<td>TELEBEC LABORATORY IN UNDERGROUND COMMUNICATIONS</td>
<td>Rouyn-Noranda</td>
</tr>
<tr>
<td>UNIVERSITY OF QUEBEC IN CHICOUTIMI</td>
<td>Amos</td>
</tr>
<tr>
<td>LABORATORY IN HYDROLOGY</td>
<td>Amos</td>
</tr>
<tr>
<td>LABORATORY IN NURSING SCIENCES</td>
<td>Rouyn-Noranda</td>
</tr>
<tr>
<td>AGRIFODO RESEARCH STATION</td>
<td>Notre-Dame-du-Nord</td>
</tr>
</tbody>
</table>

Considered as a leader in Quebec in university education in digital creation, 3 D and video games, UQAT was the first member of the Quebec university network to provide training in multimedia creation some fifteen years ago. It has kept up with its reputation as an innovative, trend-setting institution. UQAT was in 2005 the first university in Quebec to offer advanced training in 3 D creation. In 2014, UQAT innovate once again with the creation of the First undergraduate program dedicated entirely to the creation of video games. It is acknowledged as the most advanced undergraduate program in video game design in Quebec. UQAT provides cutting edge facilities. It is the only university in Quebec to provide its creations and new media students with a motion capture studio (Laboratoire de captation de mouvements professionnel – LCSM). This technological equipment is simply outstanding! In 2005, UQAT founded the Réseau international universitaire en création numérique (international university network in digital creations), where fifteen or so universities on six continents share their respective know-how and expertise in creation and new media. Students from all over the world choose UQAT for its expertise in creation and new media. Since the fall of 2014, UQAT has spread its expertise in digital creation in France, thanks to a major partnership with the Institut Mont-Perrot, Sainte-Marie Lyon. This is a first in the history of UQAT. Creativity has remained a core element of the UQAT programs delivered today in Rouyn-Noranda and Montreal.

Creation and New Media

Committed to stay in tune with its environment, UQAT provides graduate and undergraduate programs tailored to community needs. Almost 100% of social workers and psycho-educators who earn a living in Abitibi-Témiscamingue have graduated from UQAT. The availability and proximity of the teaching personnel, combined with the personalized support given to their students, ensure quality education in a pleasant atmosphere. Innovation is one of the trademark characteristics of UQAT. Every today, UQAT is the only university in North America to provide graduate level education in animation in French. Art therapy is described as an innovative approach at the frontier between psychology and visual art. In a context where anti-bullying is a priority and a genuine challenge for society, a unique research project on prevention of school violence has led to the creation of a tailor made program intended for teachers in elementary and secondary schools. The professional team, known for its in-depth field experience and practical approach to teaching, is actively involved in community life. These relationships developed with local organizations are translated into research interventions, and project implementation and support. Through the years, UQAT has created several research structures. These include the Observatoire Chant, a Small Community Development, the Canada Research Chair in Aboriginal Forestry, a research and analysis team on professional practices, the Centre de recherche sur le développement territorial, the Unité de recherche sur les interactions humaines et le Laboratoire de recherche pour la santé des communautés (community support research laboratory).

Human and social development

Engineering

Engineering teaching and research has always been a key concern for UQAT to meet the needs of the local and regional sector. UQAT has contributed to producing engineers and to conducting engineering research. It has progressively developed programs, and has done so by putting among other things, focusing on partnerships with businesses and other universities. As regards engineering research, UQAT has gained recognition for creating a research laboratory in underground communications (Laboratoire de recherche télébéc (lrtc)), and for the conducting research work on biomaterials jointly with the International Research Centre on Forests (Ciraf). UQAT professors publish a huge volume of scientific papers. About 80% per year on mechanical engineering, electrical engineering, telecommunications and biomaterials. In the past ten years, UQAT has achieved recognition for its engineering program from the Canadian Engineering Accreditation Board (CEAB), particularly for its undergraduate programs in mechanical engineering and electromechanical engineering, for welcoming foreign students in their groups, and for the excellent scores obtained given to engineering students and graduates from UQAT in various inter-university competitions. The creation of an engineering school in 2012 has allowed UQAT to continue developing its engineering program. Thanks to its cutting edge teaching and research laboratories and its innovative and unique teaching methods, by which classes are combined with projects conducted jointly with the industrial sector, UQAT is a chosen university, known for delivering quality education and for conducting applied research tailored to the tangible needs of the community and companies.

Portrait

OF EDUCATION AND RESEARCH ACTIVITIES FOR 2015

Human and social development

Engineering

Engineering teaching and research has always been a key concern for UQAT to meet the needs of the local and regional sector. UQAT has contributed to producing engineers and to conducting engineering research. It has progressively developed programs, and has done so by putting among other things, focusing on partnerships with businesses and other universities. As regards engineering research, UQAT has gained recognition for creating a research laboratory in underground communications (Laboratoire de recherche télébéc (lrtc)), and for the conducting research work on biomaterials jointly with the International Research Centre on Forests (Ciraf). UQAT professors publish a huge volume of scientific papers. About 80% per year on mechanical engineering, electrical engineering, telecommunications and biomaterials. In the past ten years, UQAT has achieved recognition for its engineering program from the Canadian Engineering Accreditation Board (CEAB), particularly for its undergraduate programs in mechanical engineering and electromechanical engineering, for welcoming foreign students in their groups, and for the excellent scores obtained given to engineering students and graduates from UQAT in various inter-university competitions. The creation of an engineering school in 2012 has allowed UQAT to continue developing its engineering program. Thanks to its cutting edge teaching and research laboratories and its innovative and unique teaching methods, by which classes are combined with projects conducted jointly with the industrial sector, UQAT is a chosen university, known for delivering quality education and for conducting applied research tailored to the tangible needs of the community and companies.
Education

Education plays a fundamental role in the development of Québec society. UQAT has elaborated and implemented a sound training program in education to meet the needs for a competent workforce in the elementary, secondary and vocational schools of Abitibi-Témiscamingue and Nord-du-Québec regions. UQAT provides students-focused teaching and guidance as well as an established placement program thanks to a cooperative relationship with partners in the education community. As a result, the success and completion of our program is remarkable. A wide range of training opportunities are available in our education program for its unique program in Quebec dedicated to primary education plays a fundamental role in the development of the human resource of the country. UQAT has dedicated itself to meeting the needs for a competent workforce in the mining industry.

Management

An area of excellence at UQAT management has always featured prominently in our set of programs. The management programs offered at UQAT meet corporate needs and have a good reputation for quality. UQAT produces competent professionals who are in high demand given their diverse abilities and expertise. The DEC in administration and accounting sciences developed in partnership with Cégep de l’Abitibi-Témiscamingue generates considerable interest among students. Distance training in management has been available at UQAT for several years now, and thanks to its pioneering, accessible and reliable format, it has grown steadily, and welcomes students from all over Québec. The dynamism of the professional team has a stimulating effect on students, who succeed well on exams and inter-university competitions. UQAT has earned an excellent reputation in accounting sciences, given the record of outstanding performance in its students in professional accounting exams. In 2010, the creation of the UQAT-UQAM Chair in Mining Entrepreneurship, which promotes the creation and success of companies in the mining industry in Québec, has allowed UQAT to add a new dimension to its achievements in research and education. In 2012, the world premiere launching of a new national initiative, called the Abitibi-Québec Mining Cluster, is a fine example of partnerships reached between the government of Québec and the mining industry. All those achievements have made UQAT a key player in this sector. UQAT set up a unique research program in Québec of nearly $2 million in partnership with Polytechnique Montréal and several partners in the mining sector. UQAT is actively involved in all the mining areas of Québec (Québec anglophone and francophone). The program is delivered in both official languages.

Mines and the environment

Driven by the desire to promote wellness in all its aspects, UQAT has opted for a multidisciplinary approach to health. Professors with expertise in a variety of areas deliver unique programs, on campus and at a distance, to health specialists interested in world health, occupational health and safety, clinical nursing care, respiratory therapy, and motor and sensory rehabilitation. Recognized for the quality of its programs, UQAT produces nearly half the baccalauréate nurses working in its area of expertise and a large contingent of highly qualified personnel, who are more often than not in demand by the health care system. UQAT’s nursing program is currently working on developing a number of other research niches, including first-line care and health education practices. Through the delivery of undergraduate, graduate and postgraduate health programs, UQAT has a name for itself for providing training and conducting research here, in Abitibi-Témiscamingue, but also beyond its borders, while always exhibiting innovative thinking.

Core People

The only university in Québec to train First Peoples students a core element of its institutional mission, UQAT has for nearly 20 years offered bilingual academic training programs to Eastern Canada from its Val-d’Or campus, or in their communities. The Canadian Research Chair in Aboriginal Forestry is a fine example of partnerships reached between UQAT and the First Nations. Nearly 12,000 students are involved annually in research areas related to issues facing First Nations communities. UQAT is the only university in Quebec and Eastern Canada to have implemented a team who provides specialized support services to Aboriginal students. This team is a true asset, and the university is proud to have a team of competent professionals, who are bilingual and dedicated to meet the specific needs of these students. A large number of Aboriginal students have chosen to take a holistic approach to address the issue of academic success, i.e., an approach centered on the individual and his or her physical, mental, spiritual and emotional needs. The forward looking UQAT Continuing Education Service proposes training to non-Aboriginal people on Aboriginal issues. Pawaheh is a training program that has gained popularity at a provincial level. UQAT delivers programs respectful of Aboriginal perspectives, producing a skilled and professional workforce from First Nations communities, and therefore contributes to improving the living conditions of individuals, families, communities and our society. This is acknowledged by the leaders of the First Peoples in Abitibi-Témiscamingue and Quebec as a whole.

J الوطن

An area of excellence at UQAT management has always featured prominently in our set of programs. The management programs offered at UQAT meet corporate needs and have a good reputation for quality. UQAT produces competent professionals who are in high demand given their diverse abilities and expertise. The DEC in administration and accounting sciences developed in partnership with Cégep de l’Abitibi-Témiscamingue generates considerable interest among students. Distance training in management has been available at UQAT for several years now, and thanks to its pioneering, accessible and reliable format, it has grown steadily, and welcomes students from all over Québec. The dynamism of the professional team has a stimulating effect on students, who succeed well on exams and inter-university competitions. UQAT has earned an excellent reputation in accounting sciences, given the record of outstanding performance in its students in professional accounting exams. In 2010, the creation of the UQAT-UQAM Chair in Mining Entrepreneurship, which promotes the creation and success of companies in the mining industry in Québec, has allowed UQAT to add a new dimension to its achievements in research and education. In 2012, the world premiere launching of a new national initiative, called the Abitibi-Québec Mining Cluster, is a fine example of partnerships reached between the government of Québec and the mining industry. All those achievements have made UQAT a key player in this sector. UQAT set up a unique research program in Québec of nearly $2 million in partnership with Polytechnique Montréal and several partners in the mining sector. UQAT is actively involved in all the mining areas of Québec (Québec anglophone and francophone). The program is delivered in both official languages.

Mines and the environment

Driven by the desire to promote wellness in all its aspects, UQAT has opted for a multidisciplinary approach to health. Professors with expertise in a variety of areas deliver unique programs, on campus and at a distance, to health specialists interested in world health, occupational health and safety, clinical nursing care, respiratory therapy, and motor and sensory rehabilitation. Recognized for the quality of its programs, UQAT produces nearly half the baccalauréate nurses working in its area of expertise and a large contingent of highly qualified personnel, who are more often than not in demand by the health care system. UQAT’s nursing program is currently working on developing a number of other research niches, including first-line care and health education practices. Through the delivery of undergraduate, graduate and postgraduate health programs, UQAT has a name for itself for providing training and conducting research here, in Abitibi-Témiscamingue, but also beyond its borders, while always exhibiting innovative thinking.

Core People

The only university in Québec to train First Peoples students a core element of its institutional mission, UQAT has for nearly 20 years offered bilingual academic training programs to Eastern Canada from its Val-d’Or campus, or in their communities. The Canadian Research Chair in Aboriginal Forestry is a fine example of partnerships reached between UQAT and the First Nations. Nearly 12,000 students are involved annually in research areas related to issues facing First Nations communities. UQAT is the only university in Quebec and Eastern Canada to have implemented a team who provides specialized support services to Aboriginal students. This team is a true asset, and the university is proud to have a team of competent professionals, who are bilingual and dedicated to meet the specific needs of these students. A large number of Aboriginal students have chosen to take a holistic approach to address the issue of academic success, i.e., an approach centered on the individual and his or her physical, mental, spiritual and emotional needs. The forward looking UQAT Continuing Education Service proposes training to non-Aboriginal people on Aboriginal issues. Pawaheh is a training program that has gained popularity at a provincial level. UQAT delivers programs respectful of Aboriginal perspectives, producing a skilled and professional workforce from First Nations communities, and therefore contributes to improving the living conditions of individuals, families, communities and our society. This is acknowledged by the leaders of the First Peoples in Abitibi-Témiscamingue and Quebec as a whole.
Vision
2020

UQAT will gain recognition as an exceptional and innovative university, close to individuals and to communities, open onto the world, and committed to student achievement and excellence. UQAT will be a reference for its academic peers and partners for developing and offering avant-garde training programs, for conducting applied and fundamental research activities, and for contributing to scientific, cultural, social and economic advance.

Our priority issues

In the next five years, UQAT will focus on six (6) strategic priority issues in order to fully carry out its mission. These priorities are the fundamental elements that will provide guidance to UQAT on a daily basis.

THE STUDENT EXPERIENCE AT UQAT
AVANT-GARDE EDUCATION
POSITIONING OF UQAT ON THE RESEARCH AND CREATION ARENA
REINFORCEMENT OF THE PARTNERSHIP BETWEEN UQAT AND THE FIRST PEOPLES
SUSTAINABLE AND MUTUALLY PROFITABLE INTERRELATIONSHIPS WITH PARTNERS, COLLABORATORS AND KEY PLAYERS IN THE SOCIAL, ECONOMIC AND CULTURAL CIRCLES AND IN THE AREAS SERVED BY UQAT
PROFESSIONAL CHALLENGE AND MANAGEMENT EFFICIENCY
The Student Experience at UQAT

Life should be made into a dream and a dream into a reality.

Pierre Curie
THE STUDENT EXPERIENCE AT UQAT

The advent of the knowledge society and today’s competitive conditions imposed on countries around the globe result in a stronger demand for highly qualified personnel. Quebec and its regions are no exception.

Higher education is a strong lever for individual and professional empowerment and the social, cultural, scientific, technological and economic development of societies. Individuals seeking to acquire high-level qualifications demonstrate great mobility when time comes to choose a university that can provide them the means and tools to reach their full potential, a university with which they can maintain privileged lifetime links.

Participation in higher education, however, may be restricted due to cultural, structural and economic considerations. In Abitibi-Témiscamingue, Nord-du-Québec and the Upper Laurentians, setting up and implementing specific conditions for access and support are essential to reach and maintain a level of participation in higher education, so as to make sure that the needs of organizations for university graduates can be met satisfactorily.

UQAT is a main contributor to human capital and community development in the areas where it delivers education, in Quebec, in the other provinces of Canada and around the world. In order to play this role fully, UQAT must set up and implement conditions for a growth- and structure-generating student learning experience, whether on campus or at a distance.

Strategic Orientations

01	PROMOTE AND FACILITATE ACCESS TO UNIVERSITY STUDIES

OBJECTIVES
• Increasing the supply of higher education programs on campus or at a distance.
• Establishing avant-garde recruitment and promotion approaches.
• Strengthening the international student recruitment strategy.
• Implementing means and tools to assess prior learning and to recognize equivalences for admission to undergraduate, graduate and postgraduate programs.
• Continuing developing bridging pathways for undergraduate, graduate and postgraduate programs.
• Jointly with partners, improving the conditions conducive to a favorable study and research environment.

02	PROMOTE ACADEMIC SUCCESS AND EXCELLENCE

OBJECTIVES
• Implementing means and tools for providing all students with academic support corresponding to their needs.
• Continuing to expand the collaboration network of the UQAT Academic Support Office.
• Creating a student life environment providing conditions for acquiring a sense of belonging to UQAT, at every campus and center.
• Improving the student success and effort recognition program.

03	PROMOTE INSERTION INTO THE WORKPLACE

OBJECTIVES
• Increasing the number of students completing activities linked with insertion into the workplace, in the areas served by UQAT, in the other provinces of Canada and overseas.
• Developing the sense of individual and collective entrepreneurship of the student population.

04	STRENGTHEN THE SENSE OF BELONGING OF GRADUATES TO THEIR ALMA MATER

OBJECTIVES
• Contributing to the recognition of academic success and to the notoriety of UQAT graduates.
• Promoting the student life experience at UQAT, at every campus and center.
• Establishing sustainable and interactive communication links between UQAT and graduates.
Vision is the art of seeing what is invisible to others.

JONATHAN SWIFT
**AVANT-GARDE EDUCATION**

Education is one of the three cornerstones of UQAT’s mission. By creating, passing on and mobilizing intellectual, scientific and cultural knowledge, education is key to addressing needs for personal growth and professional skills development. It contributes to the emergence and advancement of innovation in the areas served by UQAT, in Quebec, in the other provinces of Canada and worldwide.

The framework accrediting university-level training programs is subject to strict requirements. To elaborate its own portfolio of programs, UQAT can rely on professors with expertise in designing programs with distinctive contents as well as on access to existing programs, thanks to partnerships concluded with other universities.

The program portfolio is an important ranking and attractiveness factor; it must have the capacity to evolve continually and to break new grounds to meet the current and future needs of the areas served by UQAT.

While demography in the areas served by UQAT poses a challenge, with traditional training approaches becoming less suitable due to various reasons of structural, social and economic nature, the growth of our learning population is chiefly supported by first generation part-time students, distance education students and foreign students.

In this context UQAT must stand out from the other academic options. It must offer high-level training and a portfolio of high-quality and distinctive programs (in particular graduate and postgraduate programs) that encourage students from the region to stay in the region and are more attractive to students from across Quebec, other provinces of Canada and other countries. It must employ competent and dedicated professors and lecturers, who can depend on adapted technological means and teaching practices.

In that respect, UQAT intends to put emphasis on providing avant-garde education.

**Strategic Orientations**

**01 PROVIDE DISTINCTIVE AND INNOVATIVE UNIVERSITY TRAINING RELATED TO LOCAL, ECONOMIC, TECHNOLOGICAL AND CULTURAL DEVELOPMENT IN QUEBEC, IN THE OTHER PROVINCES OF CANADA AND WORLDWIDE**

**OBJECTIVES**

- Continuing to elaborate training programs that meet the evolving needs of society with a concern for incorporating distinctive and innovating features into them.
- Using the most efficient program development, assessment and review practices through inclusion of teaching (professors and lecturers) and other staff, students, graduates and communities into the process.
- In collaboration with UQAT departments and other organizations, developing and delivering continuing training tailored to the needs of organizations in the areas served by UQAT.
- Evaluating the feasibility to provide continuing custom-tailored education at national and international level.

**02 PROVIDE QUALITY UNIVERSITY EDUCATION CORRESPONDING TO THE NEEDS OF VARIOUS STUDENT POPULATIONS**

**OBJECTIVES**

- Expanding the range of pedagogy training and follow-up opportunities internally, and facilitating access to them by all professors and lecturers, new and established.
- Fostering implementation of best pedagogical practices through coaching and mentoring.
- Structuring and coordinating the development and expansion of training delivered at a distance.
- Increasing the availability of courses by using the most relevant pedagogical approaches, based on technologies used.
The best way to create your future is to create it.

PETER DRUCKER
PRIORITY ISSUE

POSITIONING OF UQAT ON THE RESEARCH AND CREATION ARENA

UQAT research teams contribute to the advancement of the arts, letters, sciences and innovation through fundamental and applied research and through creation. This is the second cornerstone of UQAT’s mission, which enables it to participate fully in individual and collective enrichment.

From the very beginning, UQAT has been committed to meet expressed needs and to innovate in areas considered strategic to its areas of coverage and to Quebec. Its creative and innovative approach has driven UQAT to develop and implement a different approach for acquiring notoriety in certain areas across Quebec, in the other provinces of Canada and worldwide.

After 30 years of investment supported by the sectoral and local community, UQAT has gained a competitive edge in various niche research areas: rehabilitation of abandoned mine sites, management of mine sites, integrated management of sulfur mine wastes via backfilling, hydrogeology, underground telecommunications, ecology and sustainable forest management, wood valorization, characterization and processing, development of small communities, Aboriginal forestry, and teacher training in Inuit and Amerindian communities.

Research and creation in those areas are elements of competition at national and international level, they also have a power of attraction on those high-level researchers and students building and perpetuating excellence, and enabling the establishment of critical masses of researchers, graduate and postgraduate programs, competitive financial conditions and world-class research facilities.

In a context of growing competition for research funding, where innovation is the key driver of competitiveness of the areas it serves, UQAT must continue its efforts to consolidate its position among the best academic institutions in Quebec and Canada in research and creation, in particular as regards average per-professor funding. This commitment to excellence must define each and every teaching and research unit at UQAT so as to expand and upgrade the quality of training programs, to get a fair share of funding from granting agencies and private sponsors, and to raise the scientific impact of the research at UQAT to international level.

Strategic Orientations

01 CONTINUE TO CREATE A CONDUCTIVE ENVIRONMENT FOR THE RECRUITMENT AND RETENTION OF THE BEST HUMAN RESOURCES IN RESEARCH AND CREATION

OBJECTIVES

• Providing UQAT with a portfolio of graduate and postgraduate programs for developing research and creation activities in every academic unit.
• Improving the means and tools for informing students on costs and internal/external sources of income while pursuing graduate and postgraduate studies at UQAT.
• Supporting students in applying for graduate and postgraduate study grants.
• Increasing the number of research and creation teachers with a doctoral degree.

02 SUPPORT EXCELLENCE IN RESEARCH AND CREATION IN EXISTING NICHE AREAS

OBJECTIVES

• Setting up a recognition program to salute excellence in all areas of research and creation at UQAT.
• Furthering the dissemination of research and creation results internally, in the areas served by UQAT, at national and international level.
• Optimizing the value of research results, and maximizing their positive impact on the image and notoriety of UQAT.
• Establishing administrative and financial means to broaden the fields of research within a preponderant niche area and to support its international deployment.

03 FOSTER DEVELOPMENT OF NEW NICHE AREAS IN RESEARCH AND CREATION

OBJECTIVES

• Establishing practices for developing a research and creation culture in every department.
• Supporting the establishment of research clusters on themes of interdisciplinary and interuniversity interest.
• Increasing the support of Vice-Principal, Education and Research, to create and development of niche research and creation areas.
• Developing new forms of funding intended for technical staff associated with research projects.
• Implementing administrative and financial means to start new niche research areas and speed up their development.
• Building and expanding partnerships with social, economic and university circles for developing niche research areas.
• Coordinating the strategies elaborated by UQAT and by the Foundation de l’UQAT for funding research and creation efforts.

uQat research teams contribute to the advancement of the arts, letters, sciences and innovation through fundamental and applied research and through creation. This is the second cornerstone of UQAT’s mission, which enables it to participate fully in individual and collective enrichment.

From the very beginning, UQAT has been committed to meet expressed needs and to innovate in areas considered strategic to its areas of coverage and to Quebec. Its creative and innovative approach has driven UQAT to develop and implement a different approach for acquiring notoriety in certain areas across Quebec, in the other provinces of Canada and worldwide.

After 30 years of investment supported by the sectoral and local community, UQAT has gained a competitive edge in various niche research areas: rehabilitation of abandoned mine sites, management of mine sites, integrated management of sulfur mine wastes via backfilling, hydrogeology, underground telecommunications, ecology and sustainable forest management, wood valorization, characterization and processing, development of small communities, Aboriginal forestry, and teacher training in Inuit and Amerindian communities.

Research and creation in those areas are elements of competition at national and international level, they also have a power of attraction on those high-level researchers and students building and perpetuating excellence, and enabling the establishment of critical masses of researchers, graduate and postgraduate programs, competitive financial conditions and world-class research facilities.

In a context of growing competition for research funding, where innovation is the key driver of competitiveness of the areas it serves, UQAT must continue its efforts to consolidate its position among the best academic institutions in Quebec and Canada in research and creation, in particular as regards average per-professor funding. This commitment to excellence must define each and every teaching and research unit at UQAT so as to expand and upgrade the quality of training programs, to get a fair share of funding from granting agencies and private sponsors, and to raise the scientific impact of the research at UQAT to international level.
Reinforcement of the partnership between UQAT and the First Peoples

Coming together is the beginning. Keeping together in progress. Working together is success.

HENRY FORD
In the 1970s, First Peoples communities joined important players in the sectoral and local community to claim the right of access to higher education in the Abitibi-Témiscamingue and Nord-du-Québec regions. Over the years, teaching and research linkages have established between the teaching staff at UQAT and the Inuit, Algonquin and Cree communities. Since the year 2000, the collaboration has become more sustained, leading to the inclusion of this partnership with the First Peoples on UQAT’s list of development challenges, to the construction of the First Peoples Pavilion on the Val-d’Or campus, to the development of a teaching and coaching expertise that takes into account the specific background and needs of First Peoples students, and to the elaboration of programs and research activities reflecting needs expressed by First Peoples communities.

This privileged partnership with the First Peoples of Abitibi-Témiscamingue and Nord-du-Québec is an essential component of UQAT’s quest. It is supported by a shared willingness to do things together and ultimately give the First Peoples the means to assume full leadership of university training delivered to their community members.

For UQAT, this is one of its responsibilities in the development of Abitibi-Témiscamingue and Nord-du-Québec, a responsibility it fully embraces by accepting to deal with the constant financial and cultural challenges it poses. It is a specific component of the third cornerstone of UQAT’s mission. To achieve its goal, UQAT must strengthen its partnership with the First Peoples.

**REINFORCEMENT OF THE PARTNERSHIP BETWEEN UQAT AND THE FIRST PEOPLES**

**01 HELP FIRST PEOPLES DEVELOP COMPETENCIES, AND CONTRIBUTE TO THEIR BETTERMENT**

**OBJECTIVES**
- Improving the delivery of UQAT programs tailored to the needs of the First Peoples, particularly with regard to the development of the Nord-du-Québec region.
- Jointly with UQAT departments, shaping and delivering continuing programs tailored to the needs of the First Peoples.
- Delivering UQAT training programs in First Peoples communities in Quebec, Ontario and Eastern Canada.
- Facilitating access to academic support services for First Peoples students, at the campuses and centers, in communities and online.
- Promoting and recognizing the academic and professional success of Aboriginal students and graduates.
- Creating new niche research areas on thematic subjects relevant to the First Peoples.
- Positioning UQAT as a leader in sharing research findings on thematic subjects relevant to the Aboriginal communities.
- Taking part in the acquisition of knowledge contributing to the sustainable development of the Nord-du-Québec region.

**02 CONTRIBUTE TO THE IMPROVEMENT OF INTERCOMMUNITY RELATIONS**

**OBJECTIVES**
- Continuing efforts towards positioning UQAT’s Val-d’Or campus as a privileged place for First Peoples to meet and discuss with other peoples.
- Holding meeting and exchange activities on thematic subjects relevant to the First Peoples at every UQAT campus and center and in Nord-du-Québec communities.
- Improving the delivery of continuing education programs in Aboriginal culture and reality by tailoring them to the needs of public and private organizations in Quebec, Ontario and Eastern Canada.
- Developing and delivering a diversity of training programs tailored to the needs of First Peoples communities.

**03 SET UP AN ACADEMIC STRUCTURE FOR DEVELOPING TRAINING AND RESEARCH FOR AND WITH THE FIRST PEOPLES**

**OBJECTIVE**
- Making Unité de formation et de développement des programmes autochtones (UFDDPA) an academic structure for strengthening training and research development efforts with the First Peoples at UQAT.
Cooperation and partnership are the only route that offers any hope of a better future for all humanity.

KOFI ANNAN

SUSTAINABLE AND MUTUALLY PROFITABLE INTERRELATIONSHIPS WITH PARTNERS, COLLABORATORS, AND KEY PLAYERS IN THE SOCIAL, ECONOMIC AND CULTURAL CIRCLES AND IN THE AREAS SERVED BY UQAT
STRATEGIC ORIENTATIONS

SUSTAINABLE AND MUTUALLY PROFITABLE INTERRELATIONSHIPS WITH PARTNERS, COLLABORATORS AND KEY PLAYERS IN THE SOCIAL, ECONOMIC AND CULTURAL CIRCLES AND IN THE AREAS SERVED BY UQAT

UQAT is the result of a long process initiated and supported by visionaries in regional development, who succeeded in mobilizing key actors in the sectoral and local community in Abitibi-Témiscamingue, Nord-du-Québec and MRC Antoine-Labelle.

UQAT has always expressed a strong desire to serve the communities in its areas of coverage, insisting that they play an active role in selecting development orientations. As the third cornerstone of UQAT’s mission, the approach of “Doing things together” has proven effective in creating sustainable links with stakeholders concerned and in concluding mutually profitable partnerships in Abitibi-Témiscamingue, Nord-du-Québec, MRC Antoine-Labelle, and across Quebec and overseas.

These partnerships are major instruments for the growth of our academic assets and research capacity. They help UQAT assert and defend its specific differences when updating development orientations or when governmental policies change directions.

It is through the significant contribution of representatives from socioeconomic circles to various governing bodies of UQAT and through a meaningful presence in the areas it serves that UQAT can meet the needs of the local and sectoral community and be an agent for development, generating positive spinoffs locally and regionally, which are often measurable at provincial, national and international level.

Profitable interrelations are at the heart of UQAT identity and the expression of the sense of belonging felt by the communities for their university.

OBJECTIVES

- Increasing the participation of community representatives in governing bodies of UQAT
- Improving the process for integrating and recognizing representatives from local, regional and sectoral communities on governing bodies of UQAT
- Improving interactive communication between UQAT, its partners and sectoral/local community stakeholders.
- Continuing efforts in developing partnerships with educational establishments, organizations and companies in the areas served by UQAT, in Quebec, in the other provinces of Canada and worldwide.

GET THE UNIVERSITY COMMUNITY INVOLVED IN SECTORAL/LOCAL COMMUNITY DEVELOPMENT

- Fostering active participation of employees and students in the efforts of development organizations at sectoral and local level.
- Showcasing and recognizing the services provided by UQAT employees and students as regards community governance.
- Improving access to UQAT infrastructures for partners and stakeholders, as a complement to services offered by the private sector.
- Creating partnerships whereby the university community can access public, parapublic and private infrastructures that are complementary to UQAT infrastructures.

OBJECTIVE

- Structuring and coordinating UQAT involvement in the development of Nord-du-Québec communities.

USE UQAT KNOWLEDGE TO SUPPORT DEVELOPMENT EFFORTS IN NORD-DU-QUEBEC COMMUNITIES
PROFESSIONAL CHALLENGE AND MANAGEMENT EFFICIENCY

Logic will get you from A to B. Imagination will take you everywhere.

ALBERT EINSTEIN
PROFESSIONAL CHALLENGE AND MANAGEMENT EFFICIENCY

UQAT emerged from the willingness of passionate and determined people, who have endowed it with a human dimension where employees are central to success. The committed, dedicated approach of its human resources has enabled UQAT to move from legitimacy to notoriety.

Thirty years of creative and visionary thinking have made it possible for UQAT to forge a development model that combines knowledge and technical means, placing it in a position to play a leadership role in societal issues facing the communities and areas it serves, Quebec and the world.

In order to go beyond what it has accomplished so far, UQAT must continue to tackle challenges and seize opportunities inherent in a complex and changing environment. To do so, UQAT will have to count on the support of its partners and allies, and most importantly, on the commitment and mobilization of its human resources. In this respect, UQAT intends to capitalize on professional challenge and management efficiency.

01 PROMOTE THE PROFESSIONAL GROWTH AND WELLNESS OF EMPLOYEES

**OBJECTIVES**
- Implementing measures for updating the knowledge of employees and developing their skills.
- Setting up and establishing a workplace wellness program.
- Updating work conditions while taking UQAT’s budget context into account.

02 CONTINUE TO IMPLEMENT BETTER MANAGEMENT AND OPERATING PRACTICES

**OBJECTIVES**
- Redefining and integrating management processes in cooperation with the employees of our services and departments, in a manner consistent with better environmental practices.
- Redefining and integrating better professional operating practices, in cooperation with services and departments.

03 PRESERVE KNOWLEDGE AND KNOW-HOW

**OBJECTIVES**
- Producing, updating and communicating UQAT’s 5-year personnel projections.
- Developing, clarifying and sharing competence profiles for every job position.
- Implementing practices and tools for preserving UQAT’s strategic competencies.
- Ensuring that knowledge inherent to every job position within the organization is passed on harmoniously to new incumbents when taking up their duties.

04 MAINTAIN A BALANCE BETWEEN INSTITUTIONAL DEVELOPMENT AND PERSONNEL AVAILABILITY

**OBJECTIVES**
- Implementing practices and tools enabling the Office of the Vice-Principal for Resources to contribute to the design of UQAT’s development projects.
- Improving UQAT’s financial health.

Strategic Orientations

UQAT emerged from the willingness of passionate and determined people, who have endowed it with a human dimension where employees are central to success. The committed, dedicated approach of its human resources has enabled UQAT to move from legitimacy to notoriety.

Thirty years of creative and visionary thinking have made it possible for UQAT to forge a development model that combines knowledge and technical means, placing it in a position to play a leadership role in societal issues facing the communities and areas it serves, Quebec and the world.

In order to go beyond what it has accomplished so far, UQAT must continue to tackle challenges and seize opportunities inherent in a complex and changing environment. To do so, UQAT will have to count on the support of its partners and allies, and most importantly, on the commitment and mobilization of its human resources. In this respect, UQAT intends to capitalize on professional challenge and management efficiency.
The uQat 2015-2020 Development Plan is the result of the reflection done by a committee composed of individuals representing the university community and partners in various sectors of activity in the areas served by uQat. The content, which is in tune with their discussions, was validated during a round of consultation with more than 1,000 persons. Sincere thanks are extended to all those who have helped formulate a development plan consistent with the image of uQat, human, creative and visionary.

Members of the Strategic Planning Committee

Mr. Denis Pinet
Chairman, Board of Directors
and Strategic Planning Committee

Mrs. Johanne Jean
Principal

Mr. Denis Blouet
Vice-President, Development and Research

Mr. Luc Charette
Vice-President, Resources

Mrs. Nicole Charette
Secretary-General, Development Plan Project Leader

Mrs. Anne-Marie Nadeau
Mrs. Stéphanie Duchesne
and Mr. Frédéric Normand

Mr. Louis-Paul Willis
Mr. Marin Éné
and Mrs. Nancy Julien

to represent the personnel

Mr. Michel Leclerc
Mr. Denis Moffet
board member, to represent uQat lecturers

Mr. Vincent Boulanger-Martel
and Mrs. Joëlle Bilodeau

to represent uQat

Mrs. Marie-Josée Croteau

Mr. Michel Adrien
board member, to represent MRC Antoine-Labelle

Mr. Paul-Antoine Martel

Mr. Alain Coulombe

to represent the Nord-du-Québec region

Mr. Pierre Labelle
Project Manager

Acknowledgements

© Karine Belzile
© Hugo Lacroix