


STRATEGIC PLAN 2022-2027

# FOR THE GREATER GOOD



**Justice  
Institute**  
BRITISH COLUMBIA



Thank you to the JIBC Office of Indigenization for permission to feature elements of its logo throughout this plan. The logo artwork was created by Haida Gwaii artist James Cowpar. The design reflects a concept of social justice and acknowledges the diversity of Indigenous Peoples.

We respectfully acknowledge JIBC campuses are located on the unceded Traditional Territories of the Qayqayt, Musqueam, and Coast Salish Peoples, the Katzie and Kwantlen First Nations, the Stó:lō Nation, the Sylix/ Okanagan Nation, and the Traditional, Treaty Territories of the Songhees, Esquimalt, and WSÁNEĆ Nations.

Our goal is simple.  
To help our  
students  
fulfill or advance  
their career  
aspirations in  
service to the  
people of  
British Columbia.

## ABOUT JIBC

Since 1978, the Justice Institute of British Columbia (JIBC) has been an integral part of our province's public safety and justice structures by providing the education and training necessary to help people in the direst of circumstances, including when life, health, safety, or property are in jeopardy.

JIBC is an internationally recognized leader in designing and delivering online and applied education and research. Our curriculum emphasizes real-world, hands-on experiential learning and training that has an immediate and lasting impact. More than 30,000 students study at JIBC every year, benefiting from instructors who understand the critical professions for which we train. That's because they've been on the front lines, doing the jobs themselves.

JIBC's role in training those who help keep communities safe and healthy—municipal police officers, paramedics, firefighters, sheriffs, correctional and probation officers, emergency managers and search-and-rescue personnel—is a significant responsibility and one we are honoured to share with our many partners and stakeholders. We are equally proud of the distinctive community care and social justice curriculum we have developed, our online and applied education and research, and our notable conflict resolution, counselling, leadership, and mediation programming. As we like to say, "when the going gets tough, JIBC graduates are ready."



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# MESSAGE FROM LEADERSHIP

*For the Greater Good underscores our continuing focus on pursuing education and training excellence that reflects labour market needs.*

Developing a roadmap for the future is no easy undertaking. It takes the knowledge, commitment, and determination of many. It also requires equal parts pragmatism and imagination to prepare for today and tomorrow. And these days, tomorrow can feel more uncertain than ever.

To ensure JIBC is ready to respond to present-day opportunities and challenges and those of the future, we have developed a strategic plan that is both relevant and responsive by making six key commitments to our students, staff, faculty and stakeholders.

Building upon our previous strategic plans, *For the Greater Good* underscores our continuing focus on pursuing education and training excellence. It also upholds our obligation to Truth and Reconciliation through the establishment of a standalone commitment focused on Indigenization. Through this commitment we are working with Indigenous Peoples and government to implement the tenets of the B.C. Declaration on the Rights of Indigenous Peoples Act, the articles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and to answer the Truth and Reconciliation Commission of Canada's Calls to Action.

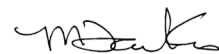
Further, our plan also establishes its first-ever individual commitment on equity, diversity, and inclusion, focused on building the most inclusive learning and working environments possible. Rounding out our pledges are commitments to operating efficiently and responsibly, including doing our part to address climate change by meeting our targets for reducing greenhouse gas emissions, and the need to put people first—our students and our staff—to create the most positive learning and working experiences that we can. We believe our plan provides clear direction, measurable goals, and solid strategies for achieving these commitments and responding to the many demands facing the extraordinary professions we prepare our students to enter.

The world is complex, its challenges are many, and there is no single pathway on our journey to safer communities and a more just society. Our strategic plan provides the guidance JIBC needs to remain flexible to evolving conditions and reach its full potential. We are pleased to share the overarching direction that will steer our decisions and lead our actions for years to come and to share the story of our new brand identity, a stylized version of the bald eagle, known for its strong vision, tenacity and nurturing abilities.

On behalf of the Board of Governors, we thank all who have contributed to JIBC over our multi-decade history, those who have helped develop this strong strategic plan and all those who will help bring it to life and reach our goals.



Dr. Stephen Gamble  
*Chair, Board of Governors*



Dr. Michel Tarko  
*President & CEO*



We are committed to Truth and Reconciliation efforts through the leadership and work of our Elders-In-Residence, our Indigenous Advisory Council and Office of Indigenization.

# STRATEGIC CONTEXT

The process of developing JIBC's strategic plan creates consensus on the direction we will move in and the actions we will take to support our students, staff and faculty. Members of the JIBC community have come together to provide input in the development of this plan, which includes a recalibration of needs in a post-pandemic world.

Our plan directly connects to our mandate letter from the Government of British Columbia and the five key areas of expectation it has for JIBC:

- 1. Putting people first**
- 2. Lasting and meaningful Indigenous Reconciliation**
- 3. Equity and anti-racism efforts**
- 4. A better future through fighting climate change**
- 5. A strong, sustainable economy that works for everyone**

We are dedicated to ensuring JIBC programming reflects current and emerging labour market and education and training needs, especially among underrepresented groups. We want to support economic recovery and help to grow career opportunities in British Columbia, setting our students up for success in the long run. We are committed to and invested in Truth and Reconciliation efforts through the leadership and work of our Elders-In-Residence, our Indigenous Advisory Council and Office of Indigenization, and to support all staff and faculty so they can do the best job possible for our students and to enjoy fulfilling careers themselves.

Our vision—*Safer Communities and a More Just Society*—combined with our mission of developing dynamic justice and public safety professionals through exceptional applied education, training, and research underpin all that we do at JIBC. Therefore, each of our core commitments is supported by an overarching objective and supporting strategies that link to our aspirations and core purpose. Our commitments are our principal ambitions, and in the context of planning, our objectives are the specific and measurable goals that connect to each commitment. The strategies serve as our roadmap—the approach and methods JIBC will use. Our desired outcomes are the results JIBC wants to achieve, and our values of *Service, Integrity and Diversity* fuel how we conduct ourselves.

Supporting our strategic plan is a series of organizational initiatives that form our business plans. Each of these initiatives has a pan-institute impact and is considered a top priority. Additional divisional and future initiatives, including many already underway, are crucial to JIBC's long-term success. They will either be taken on by divisions or become organizational initiatives in future years.

# KEY COMMITMENTS

- 1 Putting Students First**  
Helping every student and trainee be successful while at JIBC and beyond.
- 2 Pursuing Education & Training Excellence**  
Delivering relevant, inclusive, and responsive education, training, and research.
- 3 Living Indigenous Ways of Thinking, Being, Relating and Doing**  
Respecting and weaving Indigenous knowledges into our experiences.
- 4 Fostering the Success of Our People**  
Advancing a healthy, diverse, empowered, and thriving workplace.
- 5 Championing Equity, Diversity & Inclusion**  
Creating accessible programming, workplaces and spaces that reflect the global community.
- 6 Elevating Organizational Effectiveness**  
Supporting a culture of continuous improvement in every area of JIBC.



# PUTTING STUDENTS FIRST

## HELPING EVERY STUDENT BE SUCCESSFUL WHILE AT JIBC AND BEYOND.

Encountering people in challenging and vulnerable situations is an everyday occurrence for justice and public safety professionals, which is why we're focused on creating the most supportive experience possible for students headed for these roles. Ensuring students are well taken care of during their JIBC learning journey better positions them to take care of others after they graduate and to enjoy long and rewarding careers.

### PRIMARY OBJECTIVE

Support students throughout their educational journey through services and support systems that are responsive, easy to access and easy to use.

### KEY STRATEGIES

- Foster a student-centred customer-service culture.
- Embed student health and safety into campus life.
- Enhance campus culture and the student experience.
- Pursue, leverage and steward philanthropic opportunities that support student success.
- Deepen relationships with core clients to support the successful transition of public safety trainees to their first day of work.
- Elevate relationships with employers and communities to support job opportunities and career progression for students.

### DESIRED OUTCOMES

- 1** Students complete their programs and are well-prepared for their chosen professions.
- 2** Students are satisfied with the quality of student services and support systems available to them.
- 3** Students feel supported and connected to JIBC, becoming our best ambassadors, and engaged lifelong JIBC learners.





Encountering people in challenging and vulnerable situations is an everyday occurrence for justice and public safety professionals, which is why we're focused on creating the most supportive experience possible for students headed for these roles.



# PURSUING EDUCATION & TRAINING EXCELLENCE

## *DELIVERING RELEVANT, INCLUSIVE, AND RESPONSIVE EDUCATION, TRAINING AND RESEARCH.*

JIBC graduates work in a complex world with high stakes; they must be ready for any situation. Beyond preparing students for their first day on the job and adapting to the challenges of a rapidly changing world, we are committed to a culturally responsive and inclusive mindset, emphasizing Indigenous Truth and Reconciliation within our learning and our working environments.

Further, JIBC enhances its curriculum through applied learning approaches, educational technologies, and research. We identify emerging trends and respond to labour market demands with programming that provides for future workforce needs.

### *PRIMARY OBJECTIVE*

JIBC students and trainees are the beneficiaries of in-depth, unique educational experiences that are responsive to student and stakeholders' needs and contribute to the safety, security, well-being and social fabric of British Columbia, Canada, and the world.

### *KEY STRATEGIES*

- Provide experiential, evidence-informed education and training based on best practices and learning outcomes that support the JIBC mandate.
- Ensure programming and teachings mirror current and emerging trends and meet the needs of the public safety and justice communities.
- Ensure education and training opportunities are accessible to B.C. residents.
- Prioritize relationships with stakeholders to develop collaborative partnership opportunities and/or to address any inadequacies with programming and/or training.

### *DESIRED OUTCOMES*

- 1** Students value their investment in attending JIBC, becoming lifelong JIBC learners.
- 2** Employers see return on their investment by sending employees to JIBC and supporting them in returning for further studies.
- 3** JIBC is recognized as an exceptional school of learning.
- 4** Stakeholders trust JIBC.
- 5** JIBC students and trainees are prepared for job opportunities after graduation and/or to advance in their current professions.



We identify emerging trends and respond to labour market demands with programming that provides for future workforce needs.



# LIVING INDIGENOUS WAYS OF THINKING, BEING, RELATING AND DOING

## *RESPECTING AND WEAVING INDIGENOUS KNOWLEDGES INTO OUR EXPERIENCES.*

The privilege of being situated on Traditional, unceded, and Treaty Territories of the many Nations represented by the urban Indigenous population in British Columbia, together with the nature of JIBC's education and training, compels us to be leaders in Truth and Reconciliation. Therefore, it is incumbent upon JIBC to recognize how our origins and mandate contribute to colonization efforts and can undermine any genuine progress towards Truth, Justice, and Reconciliation.

As such, we are implementing Ministry of Advanced Education and Skills Training policy frameworks and other Indigenous-specific mandates and recommendations into our day-to-day operations. Still, we know we need to do more. With that in mind, we have elevated our efforts by introducing a strategic direction that fully supports our goal of Living Indigenous Ways of Thinking, Being, Relating and Doing.

### *PRIMARY OBJECTIVE*

Indigenous perspectives are considered, recognized, included, and celebrated in JIBC education and workplace practices.

### *KEY STRATEGIES*

- Increase knowledge and literacy about Indigenous culture and history.
- Reflect Indigenous perspectives across JIBC curriculum, practices and spaces to support all students in their chosen professions and instructors within the JIBC community.
- Form strong relationships with the Indigenous community, professional partners, and governments to ensure understanding of Indigenous educational and training needs.
- Ensure campuses and communication materials reflect world views and include high-visibility art and items symbolizing our commitment to Indigenous education.

### *DESIRED OUTCOMES*

- 1** Indigenous students feel acknowledged, welcomed, and supported at JIBC.
- 2** Staff and faculty have heightened awareness of Indigenous history, culture and perspectives.
- 3** JIBC responds to the Calls to Action of Canada's Truth and Reconciliation Commission, the B.C. Declaration on the Rights of Indigenous Peoples Act, and the articles of UNDRIP.
- 4** JIBC is a desirous place for Indigenous Peoples to work, teach and learn.



It is incumbent upon JIBC to recognize how our origins and mandate contribute to colonization efforts and can undermine any genuine progress towards Truth, Justice, and Reconciliation.



# FOSTERING THE SUCCESS OF OUR PEOPLE

## ADVANCING A HEALTHY, DIVERSE, EMPOWERED & THRIVING WORKPLACE.

JIBC's success is rooted in the experience and dedication of our staff and faculty, who live and breathe our vision of safer communities and a more just society. It is critical that we continuously improve how we recruit, support, and celebrate our employees to maintain momentum and ensure a successful future.

We continue to drive toward a culture and working environment where every employee is set up to navigate and influence change and to have an impact through the work they do.

### PRIMARY OBJECTIVE

JIBC offers a purposeful, professional, and contemporary work experience and environment that values and supports its people.

### KEY STRATEGIES

- Ensure a respectful, transparent, and flexible work environment that supports a positive culture.
- Provide JIBC staff and faculty with the tools, supports and skills necessary to excel in their roles.
- Provide staff and faculty with opportunities to learn and grow professionally.
- Ensure there is a clear and competitive Employee Value Proposition.
- Empower staff and faculty to nurture engagement, recognition, and innovation.
- Ensure JIBC wellness is rooted in both physical and psychological safety.

### DESIRED OUTCOMES

- 1** JIBC culture is grounded in its core values.
- 2** JIBC is viewed as a fantastic place to work.
- 3** Trust is elevated throughout JIBC.
- 4** Employees are JIBC brand ambassadors.



We continue to drive toward a culture and working environment where every employee is set up to navigate and influence change, and to have an impact through the work they do.

# CHAMPIONING EQUITY, DIVERSITY & INCLUSION

## *CREATING ACCESSIBLE PROGRAMMING, WORKPLACES AND SPACES THAT REFLECT THE GLOBAL COMMUNITY.*

Equity, Diversity, and Inclusion (EDI) are a way of being and a continual journey.

At JIBC, we are committed to ensuring we do all that we can to recognize the unique experiences, viewpoints, and identities of all members of our community and beyond.

We want everyone to have fair access to participate and succeed in all that JIBC offers—a campus where all people are welcomed, respected, and feel that they belong.

This is our renewed commitment to EDI and an acknowledgement that we know we can and must do more to incorporate EDI into everything we do, including recognizing and removing any systemic barriers to success.

### *PRIMARY OBJECTIVE*

JIBC is a respectful, progressive, and inclusive institution of higher learning where students and staff have equal access to opportunity.

### *KEY STRATEGIES*

- Embed Equity, Diversity, and Inclusion philosophies and practices in all aspects of our educational offerings and in our workplace.

### *DESIRED OUTCOMES*

- 1** Staff, faculty, and students feel they belong and are treated without bias.
- 2** A culture of inclusion and belonging is present in all educational efforts, removing any systemic barriers and biases.
- 3** JIBC graduates are representative of the communities they serve as public safety professionals.
- 4** JIBC is a desirous place for people from underrepresented groups to work, learn and teach.





We do all that we can to recognize the unique experiences, viewpoints, and identities of all members of our community and beyond.

# ELEVATING ORGANIZATIONAL EFFECTIVENESS

## *FOSTERING A CULTURE OF CONTINUOUS IMPROVEMENT IN EVERY AREA OF JIBC.*

Continual review, revision and automation of operations leads to more efficient and effective processes, systems, and security. This positively impacts our students' experiences and employee success while freeing up resources to meet current and future needs.

We are committed to ensuring resources are allocated according to strategic priorities, decisions are data-informed, and processes are as efficient as possible. Above all else, we are focused on fostering a culture of continuous improvement.

### *PRIMARY OBJECTIVE*

Consistently strengthen our operational support structure to ensure financial sustainability, administrative effectiveness, risk mitigation, and future innovation.

### *KEY STRATEGIES*

- Ensure all funding models support current and future service delivery needs and costs.
- Transform existing operational processes and services through technology.
- Align resources with priorities that increase effectiveness, lower risk or promote innovation.
- Embed a safety culture, including health, security, emergency preparedness/ response capacity and business continuity, into JIBC work life.
- Maintain and develop actions to minimize our ecological footprint.
- Prioritize stakeholder relationships to advance effectiveness in meeting stakeholder needs.

### *DESIRED OUTCOMES*

- 1** JIBC maintains long-term financial stability.
- 2** JIBC operates effectively and resiliently.
- 3** JIBC adapts and responds to opportunities and challenges.
- 4** JIBC is socially responsible.
- 5** Stakeholders trust JIBC.





Above all else, we are focused on fostering a culture of continuous improvement.





As we continue to respond to our mandate from Government, we are working to ensure that our teams have the capacity and capability to execute across our portfolio of initiatives.

## MEASURING OUR SUCCESS

The objectives found within our strategic plan are results-based and stated in terms of the behaviours and beliefs JIBC expects to see with the successful execution of the plan. The strategies outlined provide the direction for initiatives JIBC will employ in support. Each strategy is action-oriented, representing an overarching statement of what needs to happen for achieving objectives.

JIBC uses key performance indicators (KPIs)—quantifiable performance measurements—to define success factors and measure progress toward objectives. Performance results are reported to the Board of Governors twice a year and through our Institutional Accountability Plan and Report to the Government of British Columbia.

As we continue to ensure we respond to our mandate from Government, we are working to ensure that our teams have the capacity and capability to execute across our portfolio of initiatives.

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## ACKNOWLEDGEMENTS

The Executive Team of JIBC wishes to express our gratitude and appreciation to the Ministry of Advanced Education and Skills Training for its leadership and support.

We would also like to acknowledge and thank the JIBC Board of Governors, the JIBC Foundation Board of Directors, the Senior Leadership Council and staff who have contributed to the development of this strategic plan and who work so hard every day to help create safer communities and a more just society.

Respectfully,

Dr. Michel Tarko, President & CEO  
Cindy Dopson, Vice-President, People & Culture  
Mike Proud, Vice-President Finance & Operations  
Colleen Vaughan, Vice-President, Academic



**Justice  
Institute**  
BRITISH COLUMBIA

# LEARNING THAT TAKES YOU BEYOND



# Justice Institute

**BRITISH COLUMBIA**

More than an emblem, an organization's visual identity tells a story. It should invite connection, evoke emotion and link to organizational purpose.

With that in mind, and in tandem with the development of the six commitments within this plan, we understand the need to take bold steps to move JIBC forward.

We start by removing a heraldic symbol of colonialism from our visual identity—the griffin, a mythical half-eagle, half-lion creature dating back 3,000 years. This is one step toward decolonization and represents the considerable duty we have to learn about the impacts of colonialism—past and present—thoughtfully and openly. This is part of our journey to being better educators and allies for safer communities and a more just society for all British Columbians.

Our new, modernized identity has transformed into a stylized eagle. Eagles, found throughout British Columbia, are known for their vision, determination, and unwavering but nurturing commitment to teaching their young how to fly above the clouds.

The JIBC eagle's soft curves represent comfort, safety, and openness. Its stance is bold and noble yet dynamic in forward momentum. The expansive wingspan symbolizes flying to new heights—to go above and beyond, as do the professions for which we train.

The JIBC eagle represents a balance of strength, courage, and empathy, the foundation of our vision and programming. Its bright and youthful colour represents the future and is purposefully nestled within a shoulder patch in honour of the justice and public safety professions we serve.





# JUSTICE INSTITUTE

*of* BRITISH COLUMBIA

PARAMEDIC

ACADEMY

Dr. Andrew Seaman, LL.D.

Justice Institute  
Foundation

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## VISION

Safer communities and a more just society.

## MISSION

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

## VALUES

Integrity, Service, Diversity

To learn more about JIBC and our offerings:

**[JIBC.ca/areasofstudy](https://www.jibc.ca/areasofstudy)**



*JIBC's six campuses are located in New Westminster, Maple Ridge, Pitt Meadows, Chilliwack, Kelowna and Victoria on the unceded Traditional Territories of the Qayqayt, Musqueam, and Coast Salish Peoples, the Katzie and Kwantlen First Nations, the Stó:lō Nation, the Sylix/Okanagan Nation, and the Traditional, Treaty Territories of the Songhees, Esquimalt, and WSÁNEC Nations.*