



Université du Québec
en Abitibi-Témiscamingue

2009-2014 DEVELOPMENT PLAN





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Mr. Guy Lemire

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PREAMBLE

THE UNIVERSITÉ DU QUÉBEC EN ABITIBI-TÉMISCAMINGUE (UQAT) has just celebrated 25 years of autonomy, thus achieving maturity within the university community, in particular within the Université du Québec network. As a new governance framework is implemented for Quebec's universities, UQAT intends to carry out its mission to offer first-rate university services and to provide its professors, researchers and all of its staff with an environment that encourages growth and with the ability to realize their goals. UQAT expects to continue its mission in close collaboration with the regional community. Finally, UQAT remains open to new ideas that favour the development of its academic and research programs.

Between August 2008 and August 2009, many individuals from both the university community and the regional community took the time to think carefully about UQAT's diagnostic, mission, values, issues and orientations in order to create the 2009-2014 strategic plan. This plan includes mission and values statements, six issues and seven strategic orientations, under which priority and specific actions selected by the Planning Committee, the UQAT Senate and the Board of Directors are listed.

The seven strategic orientations are arranged in a logical order, whereas the priority and specific actions are not arranged in any hierarchical or strategic order. Some actions reflect firm intentions, other actions, concrete measures; these will be studied by persons of authority, and supported by the members of a Board of Directors committee, who will see to their implementation.

THE MISSION

THE UNIVERSITÉ DU QUÉBEC EN ABITIBI-TÉMISCAMINGUE contributes to the education of individuals, to the advancement of research and to a transfer of knowledge. An approachable, people-focussed institution, UQAT's main concern is the success of its students and the university accompanies them towards the full exercise of their citizenship. An integral and involved part of the communities it serves, UQAT plays a major role in their development. UQAT carries out its activities mainly in Abitibi-Témiscamingue, in the Nord-du-Québec region, in the MRC Antoine-Labelle, and with the First Peoples. As a member of the Université du Québec network, UQAT contributes to the development of the province of Quebec, and makes a contribution on an international scale.



THE

- **UQAT IS AN APPROACHABLE, PEOPLE-FOCUSSED UNIVERSITY THAT PLACES STUDENTS AT THE CORE OF ITS EDUCATIONAL MISSION.**
- **UQAT IS A UNIVERSITY LED BY COMPETENT, ACCESSIBLE PROFESSORS AND SESSIONAL INSTRUCTORS EAGER TO KEEP THEIR PEDAGOGICAL APPROACHES UP TO DATE.**
- **UQAT IS A UNIVERSITY THAT DEVELOPS FUNDAMENTAL AND APPLIED RESEARCH, IN RESPONSE TO ITS MISSION TO DEVELOP KNOWLEDGE AND TO THE NEEDS OF THE COMMUNITIES IT SERVES, IN A MANNER CONSISTENT WITH APPLICABLE CODES OF ETHICS.**
- **UQAT IS A UNIVERSITY THAT OFFERS EDUCATION TO FIRST PEOPLES STUDENTS TO PREPARE THEM FOR A LEADERSHIP ROLE, WITH RESPECT FOR THEIR VALUES AND TRADITIONS.**
- **UQAT IS A WELCOMING UNIVERSITY, ENRICHED BY ITS OPENNESS ONTO DIFFERENT CULTURES.**
- **UQAT IS A UNIVERSITY ANCHORED TO ITS AREAS OF COVERAGE, ATTENTIVE TO ITS USERS, A COLLABORATOR TO ITS GRADUATES, ITS SUPPORTERS, AS WELL AS ITS PARTNERS, PERSISTENTLY STRIVING TOWARDS COMMUNITY DEVELOPMENT.**
- **UQAT IS A UNIVERSITY THAT HELPS ITS HUMAN RESOURCES REACH THEIR FULL POTENTIAL AND ENHANCE THEIR CAREER DEVELOPMENT.**

VALUES

THE STUDENTS

ISSUE: Recruitment, Orientation, Perseverance and Success

This issue emerges in connection with demographics and the challenge of encouraging students to pursue in their university studies. Associated with this issue are questions related to student recruitment, orientation, perseverance and success. UQAT uses specific strategies to recruit Aboriginal as well as international student candidates, and to connect them to their host communities. Finally, each member of the teaching and administrative staff is dedicated to providing the best possible service to students during their stay at UQAT.



STRATEGIC ORIENTATIONS

UQAT emphasizes quality of life at each of its campuses and centres. It invests in the programs it offers to students who attend UQAT. Orientation as well as academic and social support services ensure that the time students dedicate to their studies is academically efficient as well as fulfilling with respect to interactions with other members of the university community. Eager to develop a sense of belonging in all of its students, UQAT places the quality of their stay at UQAT at the core of its concerns, whether students attend UQAT on a part-time or full-time basis, or study on-campus, at the centres, or via distance education, wherever they may reside in Quebec, whether they come from Aboriginal communities or other countries.

PRIORITY ACTIONS:

- Improve individual monitoring, support for success and supervision measures, in order to encourage students to persevere throughout their program of study;
- Establish mechanisms to recognize students for volunteer and citizen participation;
- Develop and offer programs for learning French and English, especially for the benefit of Aboriginal and international students;
- Generate student interest in and openness to international university communities via work terms or exchanges;
- Ensure that student life on all UQAT campuses and at every UQAT centre provides stimulating opportunities;
- Install a multi-service kiosk for students providing access to administrative services that apply to them;
- Develop a recruitment plan that takes into account the intended target of various programs.

SPECIFIC ACTIONS:

- Develop innovative tools for promotion and recruitment at all three levels, in particular for the recruitment of Aboriginal and international student candidates;
- Implement strategies and activities for part-time students in connection with their academic studies;
- Provide adequate support to students who are returning to school, particularly through the delivery of university studies preparatory courses;
- Promote health and establish healthy lifestyle habits and healthy ways of caring for the environment;
- Organize events, set up spaces, and create symbols that will inspire student action and will enhance the students' sense of belonging as well as UQAT's good reputation;
- Recognize and support students at risk of withdrawing from school and/or failing courses;
- Provide access to useful university learning strategies, by taking the distinctive characteristics of each group of students into consideration;
- Attract a greater number of students who attend Cégep de l'Abitibi-Témiscamingue;
- Encourage the development of mentoring or tutoring projects;
- Implement procedures that valorize and recognize student success.



TEACHING

ISSUE: Pedagogy and Programs



This issue relates to the challenges vital to our university's ability to distinguish itself with new approaches and the quality of the on-campus and distance education provided, by its teaching practices and through the mastery of technologies. UQAT demonstrates creativity in the ways it empowers and supports professors and sessional instructors in matters of university pedagogy. UQAT reinforces and develops its academic heritage at all three levels. The value and the quality of its programs are recognized.

STRATEGIC ORIENTATIONS

UQAT cares about the success of its students. This concern is closely related to the quality and the availability of teaching staff well-versed in teaching methods that prove most effective from a learning point and most advanced from a technological perspective. UQAT reinforces its existing programs and develops educational programs at all three levels in particular fields of expertise and in specific niches. UQAT intends to develop the competencies of its professors and sessional instructors with respect to university pedagogy.

PRIORITY ACTIONS:

- Create an in-service training policy and ensure that it is implemented;
- Create a school that encourages the learning of second languages;
- Reorganize the delivery of services and the support to computer-based and distance education services;
- Increase the delivery of activities related to university pedagogy intended for professors and sessional instructors, and make these activities more dynamic;
- Create new programs related to our fields and our areas of expertise (agri-food, geology, mining entrepreneurship, etc.);
- Continue developing unique programs in new sectors;
- Develop and reinforce educational programs at each of the three levels;
- Revise the Undergraduate Studies Rule document;
- Develop a rule respecting graduate and post-graduate studies;
- Develop research programs at the graduate level in the Social Sciences.

SPECIFIC ACTIONS:

- Respond to educational needs using programs unique to our institution including, if applicable, upgrading programs;
- Evaluate the pertinence of creating a service for coordinating practical training activities;
- Set up schedules to allow time for communication, university pedagogy related activities, etc.;
- Reinforce and integrate library services;
- Increase the use of effective techno-pedagogical tools in university teaching activities;
- Establish orientation structures for sessional instructors;
- Ensure that professors and sessional instructors are recognized for excellence in teaching;
- Develop a policy for the recognition of prior learning.



RESEARCH

ISSUE: Distinctiveness, Excellence and Reputation

By contributing to scientific development with research teams set up in its areas of coverage, UQAT assumes leadership in the knowledge economy and in innovation by way of activities and projects related to the priority niches of the regions concerned. Researchers are particularly interested in the development of communities, the development of natural resources and the needs of the population. UQAT favours interdisciplinary and multidisciplinary approaches between research teams consisting of professor-researchers, professionals and students at the graduate and post-graduate levels. UQAT's reputation on the international scale is growing. It is increasing its visibility and is reinforcing its foothold in the areas it serves. As a result the communities concerned acquire a greater sense of belonging to UQAT. It is taking root in the Nord-du-Québec region and in the MRC Antoine-Labelle with projects unique to these areas.



STRATEGIC ORIENTATIONS

In connection with its strategic research planning, and in compliance with ethical rules, UQAT acquires top-level expertise thanks to the initiative of its professors, its researchers and the students it hires. These individuals work with other experts in national and international universities and organizations. Professors and researchers at UQAT benefit from a good reputation bestowed upon them by their peers, by funding organizations and by the region's general public. The communication and transfer activities organized by the Chairs, the laboratories and the research units are of interest to people locally and to people from around the world. This credibility encourages professors and researchers at UQAT to consolidate its clusters of renown, to encourage the development of new areas of expertise and to trigger the emergence of projects that will make UQAT's reputation in the future.

PRIORITY ACTIONS:

- Consolidate our major niches in development of small communities, in ecology and sustainable forest management, in mining and the environment, in sustainable agri-food in nordic conditions;
- Reinforce our developing niches in the characterization and transformation of wood, in underground communications, in Aboriginal studies and in research on the phenomenon of pain;
- Encourage the development of new clusters of renown within teaching and research units:
 - Creation and New Media (3D creation, theatre and circus arts)
 - Applied Sciences (water resources, energy resources, industrial automation, creation of smart antennas, telecommunications in low user-density environments, 3D geological modelling, bioplastics and the fabrication of composite materials, transformation of agri-food products, applied studies on the Quaternary period, etc.)
 - Human and Social Development (Aboriginal forestry, social economy, DIALOG network, early childhood, behavioural issues, art therapy, etc.)
 - Educational Sciences (didactics of mathematics, didactics of French, assessment and evaluation, artistic creation, learning difficulties, communication and learning in children, development of teacher competencies, etc.)
 - Management Sciences (the business of mineral exploration, transportation logistics, workplace organization in health and social services, etc.)
 - Health Sciences (workplace health and safety, end-of-life issues, epidemiology, etc.)
- Ensure the sustainability of industrial research chairs through the creation of new industrial chairs and by the implementation of institutes and of other structures;
- Increase collaboration at the international level.

SPECIFIC ACTIONS:

- Transfer research results to partners and to communities;
- Establish measures and mechanisms that assist and support researchers;
- Encourage the development of interdisciplinary research teams, especially in the social sciences fields;
- Reinforce and develop research programs at graduate and post-graduate levels in all teaching and research units (UER);
- Ensure better distribution of research results, including theses and dissertations, through the creation of a digital database at the library;
- Finish setting up research stations in the Témiscamingue (agri-food) and Abitibi-Ouest regions (forestry) as well as installing a laboratory in the MRC Abitibi (water resources);
- Promote the Bureau de liaison entreprise-université-milieu (BLEUM) and valorize research results;
- Ensure that professors are recognized for excellence in research;
- Increase collaborations between researchers and research ethics committees;
- Develop a policy regarding intellectual property;
- Establish methods of communication between the Fondation de l'Université du Québec en Abitibi-Témiscamingue, its donors and the researchers;
- Ensure that rules established by ethics committees are up-to-date and complied with;
- Generate undergraduate student interest towards research.

THE FIRST PEOPLES



ISSUE: Partnerships in Teaching and in Research

UQAT and the First Peoples have dedicated themselves to the mission of developing a self-governing post-secondary institution. In order to do this, UQAT has to recruit students from all nations and to bring an increasing number of Aboriginal professors, sessional instructors and researchers able to teach in French and in English to work with the already-existing teams in place. Research topics must be subject to agreements with communities concerned and research work, when carried out, must comply with strict ethical rules.



STRATEGIC ORIENTATIONS

UQAT invites Aboriginal students to use its educational resources for training and leadership purposes. The First Peoples contribute to the knowledge being taught, to the research work being carried out, and to the dissemination of knowledges. UQAT has access to the expertise of Aboriginal and non-Aboriginal professors, sessional instructors, and professional staff who speak English and French to ensure the development and sustainability of its educational programs and of the pedagogical and social services it provides. The researchers and their teams apply strict ethical rules that are respectful to the culture of the peoples in question.

PRIORITY ACTIONS:

- Consolidate the development of the Unité de formation et de développement des programmes autochtones [Aboriginal Training and Programs Development Unit] (UFDPA);
- Interest and recruit Aboriginal professors, sessional instructors and administrative staff;
- Consolidate research objectives around interdisciplinary teams of professors and researchers (URFDEMIA – LARESCO – Réseau DIALOG Research and Knowledge Network – Research Chair in Aboriginal Forestry – Chaire Desjardins en développement des petites collectivités);
- Recruit, orient and support students who choose to undertake or to continue their post-secondary education, in French and in English, at UQAT;
- Integrate Aboriginal concerns and realities into several programs taught at UQAT, and at all campuses and centres;
- Create spaces and opportunities for exchange between the First Peoples and non-Aboriginal peoples (e.g.: lunch-hour speakers, annual symposia, summer university, work terms/practicums, immersion travel trips, etc.);
- Prepare and support instructors and staff who work with Aboriginal peoples.

SPECIFIC ACTIONS:

- Strengthen our ties with the Inuit communities;
- Consolidate our relationships with the Anishnabe and the Cree Nations;
- Update the role of the First Nations Advisory Committee within UQAT;
- Increase the number of knowledge sharing events;
- Reach agreements with CEGEPs for the delivery of services to Aboriginal students and of courses that prepare students for post-secondary education;
- Set up a reference, information and documentary resource centre about the First Peoples;
- Increase our ties to Aboriginal organizations and First Peoples associations, including those in Northeastern Ontario, and across all of Eastern Canada.

THE AREAS OF COVERAGE



ISSUE: The Regions, Québec, Canada and Abroad

Harmonization between the development of the regions and the university mission must be expressed by UQAT's willingness to support and accompany sustainable development on economic, social, community, environmental, technological and cultural levels. Related to this issue are concerns about the diversification of the economy, which place the emphasis on developing graduate and post-graduate studies in the key niches of each region, as well as on various partnerships with the three levels of education, in connection with businesses and communities. UQAT intends to maintain its presence in several regions of Quebec and in countries where its exclusive and innovative programs, and its expertise, are required. Furthermore, an emphasis will be placed on the Nord-du-Québec region, on the MRC Antoine-Labelle and on First Peoples communities in order to better support them.



STRATEGIC ORIENTATIONS

UQAT, an institution as vast as its areas of coverage, offers its services mainly in Abitibi-Témiscamingue, the Nord-du-Québec region and in the MRC Antoine-Labelle. This mark of northerness gives UQAT its distinctive colour and leads it to train people who are able, among other things, to work in small communities, in Aboriginal communities, in medium-density urban communities, within regions rich in natural resources, and within a vast territory. Professors and researchers thereby develop indispensable knowledges and expertise, in fields of activity connected to the distinctive character of these environments, and contribute significantly not only to the development of Québec and of Canada, but to international development as well.

PRIORITY ACTIONS:

- Emphasize the contribution of graduates working in the regions in partnership with the UQAT Alumni Association (ADUQAT) and support their networking and communication activities;
- Support the projects and campaigns of the Fondation de l'Université du Québec en Abitibi-Témiscamingue;
- Strengthen the links developed with CEGEPs and school boards;
- Develop structuring projects in teaching and research within each of the areas of coverage, particularly in Nord-du-Québec and in the MRC Antoine-Labelle;
- Consolidate and develop exchange and partnership agreements with international institutions;
- Improve the presentation and distribution of information for users of UQAT services, and improve UQAT's public image;

SPECIFIC ACTIONS:

- Have an active UQAT presence and maintain our services to the university community in each area of coverage;
- Collaborate closely with the corporations for the development of higher education as well as with the inter-level bodies of education;
- Support the committee work of the regional conferences of elected officers, of the ACCORD group and of the Secretariat to the Cree Nation - Abitibi-Témiscamingue Economic Alliance;
- Participate in national and international networks related to nordicity;
- Make room for the different areas of coverage, especially for the Nord-du-Québec region, in the UQAT institutional signature;
- Develop partnerships and promote UQAT in Northeastern Ontario.

THE PERSONNEL AND THE FINANCIAL, MATERIAL AND TECHNOLOGICAL RESOURCES

ISSUE: Coordination with the Mission and the Methods of Development

This issue encompasses all questions related to human, financial, material and technological resources needed to enable UQAT to develop further and to ensure its continuity of operation. This issue refers mainly to the importance that UQAT places on the creation and maintenance of a stimulating work environment, in order that the realization of the organization's mission can become a source of motivation for members of the university community.

UQAT must continue to manage its financial and material resources with rigour, by integrating governance rules of university institutions. UQAT intends to maintain high standards in management and to interact profitably with its socioeconomic environment.

STRATEGIC ORIENTATIONS: The Personnel

By focussing on the quality of management practices and on the conditions of professional life, UQAT offers its staff a workplace conducive to commitment and mobilization. It succeeds in attracting highly qualified staff who are very interested in contributing to the growth of the organization.

PRIORITY ACTIONS:

- Review the policies and directives pertaining to management of human resources in order to ensure that they clearly meet the needs of the organization, and ensure the distribution of these policies and directives as well as the training necessary for their application;
- Implement methods of communication for information sharing across the university community;
- Set up a professional development program focussed on the needs of administrators and team leaders with regards to the management of human resources;
- Carry out a labour planning exercise, implement a competency development and evaluation program for targetted resources who wish to access certain positions at teaching as well as professional levels;
- Implement innovative recruitment and retention strategies that enable UQAT to fill available positions and to ensure sustainability for each area of employment, i.e.: professors, sessional instructors, professional, technical and support staff, as well as management staff;
- Implement an orientation and integration process for new resources coming into the organization (involving all UER resources, all services and the directional staff concerned);
- Change the organization of work in order to support UQAT's growth.

SPECIFIC ACTIONS:

- Create space conducive to exchange in order to ensure the uniformity of human resources management practices;
- Update the program for the recognition of years of service, thus allowing staff contributions to be acknowledged in a meaningful way;
- Make UQAT a healthy university by instituting the "Healthy Enterprise" standard to encourage the well-being of our staff;
- Review the policies, rules and practices related to the health and safety of the members of the university community;
- Update the policies and rules in light of our strategic choices.

THE PERSONNEL AND THE FINANCIAL, MATERIAL AND TECHNOLOGICAL RESOURCES (CONT'D)

STRATEGIC ORIENTATIONS: Financial, Material and Technological Resources

UQAT maintains its good reputation regarding the rigorous management of the public funds entrusted to it and applies the governance rules expected of university establishments (management and accountability). UQAT undertakes and completes infrastructure projects, and the staff sees its working environment improve. UQAT also knows how to demonstrate boldness and creativity in order to gain latitude for promising initiatives.

PRIORITY ACTIONS:

- Ensure that projects in the construction phase function as expected:
 - Expansion of the Rouyn-Noranda campus;
 - Agri-food research station in Notre-Dame-du-Nord;
 - Water resources research laboratory in Amos;
- Continue project development and prepare projects for the decision phase:
 - Student residences in Rouyn-Noranda and Val-d'Or;
 - Third floor of the First Peoples Pavilion in Val-d'Or;
 - Expansion of the forestry research station in Lac Duparquet;
 - Installation of teaching and research spaces in collaboration with the CEGEPs (Amos, Chibougamau and Mont-Laurier);
 - Library on the Rouyn-Noranda campus;
- Continue the development of our expertise in information and communication technologies, particularly in computer-based and distance education, in data management and with regard to services to students and staff;
- Maintain the rigorous and transparent management of public funds entrusted to UQAT and aim to reduce the accumulated deficit;
- Introduce practices aimed at improving our environmental habits, and elaborate a sustainable development policy;
- Ensure the sustainability and the good working condition of our teaching and research equipment and infrastructures.