

We at the Justice Institute of British Columbia have developed a Strategic Plan to describe our vision for the future and create a clear sense of direction and unity of purpose for our Institute.

### OUR MISSION

Innovative education and training for those who make communities safe.

### OUR VISION

A world leader in education, training and the development of professional standards of practice in justice, public safety and human services.

### OUR AREAS OF EXPERTISE

Since its inception, the Justice Institute of British Columbia has been renowned for our specialized content areas. These now include:

- Conflict resolution, negotiation, mediation/third party intervention, restorative practices
- Corrections and community justice (adult and youth)
- Court services operations (sheriffs, registry, management)
- Emergency management, emergency social services, search and rescue
- Critical incident stress management
- Emergency vehicle operation, advanced driver training, accident investigation
- Fire services (recruit, officer, industrial, marine, hazmat)
- Paramedics, emergency medical services, resuscitation
- Policing, law enforcement, private security
- Victim services, child welfare, family violence, youth at risk, community safety

Graduates of our programs will possess the following core competencies:

#### COMMUNICATION

Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums.

#### CRITICAL THINKING

Identify and examine issues and ideas, analyze and evaluate options in a variety of fields with differing assumptions, contents and methods.

#### INFORMATION ANALYSIS

Recognize when information is required and effectively locate, evaluate and use the needed information.

#### INTERPERSONAL RELATIONS

Know and manage oneself; recognize and acknowledge the needs and emotions of others.

#### LEADERSHIP

Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.

#### NUMERICAL ANALYSIS

Determine what is required to be measured, perform calculations and analyze and apply the resulting data.

#### PROJECT MANAGEMENT

Plan, organize, and control resources to achieve specific goals within the constraints of time, materials, cost and quality.

#### TEAMWORK

Understand and work productively within the dynamics of a group, respect others' perspectives and provide constructive feedback.

### OUR VALUES

- We are learning centred, quality driven and committed to continuous improvement.
- We combine professional expertise, work experience and instructional skills to design and deliver programs that are practical and relevant.
- We provide a safe and healthy working and learning environment.
- We communicate openly and work collaboratively and cooperatively throughout the Institute to build trust and strengthen the organization.
- We are ethical and treat all people with fairness, integrity, and respect.
- We foster innovation and an entrepreneurial spirit.
- We integrate our structures and processes to enhance efficiency and effectiveness.
- We are fiscally responsible, focusing our resources on our core competencies.
- We are accountable for our performance and results.



# Strategic Plan

2004 - 2007

## The Key Trends

The key trends that set the context for the JIBC's future success and drive our strategic thinking include:

#### MORE

- Information Technology
- Student Debt
- Aging Population/Retirements
- Concern about Personal Security and Public Safety
- Distance Education
- Retraining
- Diversity
- Access to Education 24 Hours a Day, 7 Days a Week
- Accountability
- Upgrading of Skills

#### NEW

- Workplace Skills
- Partnerships
- Forms of Work
- Life Long Learning
- Search for Work/Life Balance
- Competition

#### CHANGING

- Government Policies and Funding
- Male/Female Ratios
- Expectations of Value/Service
- Expectations of the Training Experience
- Image and Reputation of the Professions We Serve



JUSTICE INSTITUTE  
of BRITISH COLUMBIA

**Main Campus**  
715 McBride Boulevard, New Westminster, BC V3L 5T4  
Tel 604.525.5422

**Victoria Campus**  
910 Government Street, Victoria, BC V8W 1X3  
Tel 250.405.3500

**Maple Ridge Campus**  
13500 256th Street, Maple Ridge, BC V4R 1C9

**Boundary Bay Driver Training Facility**  
4400 72nd Street, Delta, BC V4K 5B3

**Downtown Campus**  
Commerce Place,  
400 Burrard Street, Vancouver, BC V6C 3A6

[www.jibc.bc.ca](http://www.jibc.bc.ca)





# KEY ACTION AREAS AND OBJECTIVES *To fulfill our Mission and Vision, we achieve results in the following key action areas:*

## 1.0

**Develop and deliver high quality programs that focus on success for our students and clients**

- 1.1 Increase the number of credentialed programs, credit courses and transfer agreements to create more career paths for our students and clients
- 1.2 Enhance and develop new opportunities and approaches for experiential learning to provide quality, competency-based programming
- 1.3 Expand distributed learning opportunities to meet the needs of students and employers
- 1.4 Enhance interdisciplinary programming to build on the full breadth of our subject matter expertise
- 1.5 Establish facilities, partnerships and technologies to serve as the foundation for our programs
- 1.6 Sustain continuous quality improvement through initiatives that include ISO 9001 certification (FM 63029) and relevant professional accreditations

## 2.0

**Create an environment that supports our people**

- 2.1 Clarify, strengthen and apply our values
- 2.2 Enhance and support effective internal communications
- 2.3 Implement a comprehensive Human Resources plan, including career development plans, performance review, and employee orientation, based on a collaborative model that supports institution-wide strategic initiatives

## 3.0

**Expand entrepreneurial activities that enhance our programs and services**

- 3.1 Identify and serve new markets
- 3.2 Build new programs and services for existing students and markets
- 3.3 Enhance our communication technologies to provide increased access to innovative, high quality programs and services

## 4.0

**Apply strategies that ensure effectiveness and financial viability**

- 4.1 Enhance services through the increased integration of technology
- 4.2 Use effective decision-making processes, including the development and implementation of a method to allocate resources for JIBC-wide priorities
- 4.3 Expand our institutional research capacity to inform decision-making
- 4.4 Establish and build contingency funds and plans
- 4.5 Increase success in JIBC fundraising activities

## 5.0

**Advance our global and regional reputation and leadership**

- 5.1 Sustain and enhance the JIBC's mandate in justice, public safety and human services education and training
- 5.2 Develop the capacity to conduct and publish applied research
- 5.3 Strengthen intellectual property policies and procedures
- 5.4 Create, implement and monitor an external development plan, to include JIBC-wide marketing and external communications
- 5.5 Create, implement and monitor marketing and communications plans for Academies and Divisions that complement JIBC-wide plans

## Strategic Initiatives

**Activities cutting across key action areas and the JIBC as a whole to produce flagship results**

- Credentialing
- Virtual JIBC
- Applied Research
- Critical Incident Simulation Centre



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## IMPLEMENTATION & MONITORING

To ensure that the objectives approved by the Board achieve the intended results, each academy, division and department prepares a local operational plan. These local plans facilitate the achievement of the JIBC's Strategic Plan throughout the Institute. Local operational plans will include priorities that fit with the Institute's strategic directions, producing

achievable results in the key action areas. Management teams will collate and review the plans to ensure consistency, completeness and the complementary nature of the individual plans. All plans will be scrutinized to ensure that there are no gaps in activity or intended outcomes among the key action areas, nor that any specific plans lead to conflicting directions.

Regular status reports will be presented to the Board. Major objectives will be reviewed annually.