

# Truth and Reconciliation at BCIT

The British Columbia Institute of Technology acknowledges that our campuses are located on the unceded traditional territories of the Coast Salish Nations of Sḵwxwú7mesh [Squamish], səl̓ílwətaʔɬ [Tsleil-Waututh], and xwməθkwəy̓əm [Musqueam]. BCIT has been educating and inspiring students on these traditional lands for over half a century, and we are grateful for that. We acknowledge that the relationship with Indigenous peoples in Canada has been troubled and must be reconciled; we are deeply committed to doing our part.



We are guided by the BCIT Indigenous Vision, the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples, British Columbia's Declaration on the Rights of Indigenous Peoples Act, and the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan by the British Columbia Ministry of Post-Secondary Education and Future Skills. Truth, Indigenization, and Reconciliation are priorities for BCIT. We deeply value our relationship with Indigenous peoples throughout the province and beyond.

## Long-term Financial Sustainability

At BCIT, our core mission of delivering high-quality academic curriculum that supports student learning remains at the forefront of everything we do. As a recognized leader in strategic workforce development for British Columbia, we are committed to adapting to the changing landscape of higher education in Canada. In response to emerging challenges—including shifts in federal and provincial policies, evolving workplace demands, and financial pressures—BCIT has launched a proactive, multi-year strategy to secure the long-term financial sustainability of the Institute.

Given the capital-intensive nature of our programming—from advanced technology to specialized equipment and infrastructure and the financial support required to meet the increased needs of students—our strategy will enable us to live within our core operating funding, comprised primarily of grants and domestic tuition.

By focusing on sustainable financial practices, we are building a foundation that will weather uncertainties and ensure appropriate investment is earmarked to support the Strategic Plan—today and into the future. This approach ensures that BCIT will continue to deliver the high-quality, applied education that students rely on without compromising future generations' access to these same opportunities.

Critical to the success of the Strategic Plan is BCIT's Enterprise Risk Management framework. With a lens to the overall plan, we have ensured that the inherent assumptions applied to the development of the Strategic Plan were considered and that BCIT could identify, understand, and mitigate risks within the Plan.

At the heart of our financial strategy is our commitment to intergenerational equity. By adopting prudent financial principles now, we ensure that BCIT will continue to be a leader in applied education and workforce development for decades to come.

# The Starting Point

The heart of BCIT is its robust and dynamic education model, characterized by flexibility, interdisciplinary approaches, and work-integrated learning. With nearly 45,000 students pursuing diverse credentials and over 210,000 proud alumni, our community demonstrates remarkable engagement and real-world success. The INSPIRE campaign goal of raising over \$125 million has been achieved, underscoring our commitment to access, inclusion, and innovative campus development. The daylighting of Guichon Creek is a leading example of our commitment to ecology and sustainability. Our leadership and community exemplify our adaptability to evolving educational needs as represented by our microcredentials and Agile Learning Framework. Our strong emphasis on sustainability, experiential learning, and establishing critical facilities highlights our dedication to advancing education and environmental stewardship.

Despite our many strengths, BCIT faces internal challenges that require addressing to meet our full potential. Our students and employees experience constraints due to complex processes and systems impacting efficiency and collaboration. We recognize that BCIT requires robust digital infrastructure to enable our abilities and build capacity, which is why digital transformation remains a critical priority. To address this priority, BCIT has created an investment fund to support digital technologies, while establishing a new financial model to continue providing for future strategic investment.

BCIT stands at the cusp of unprecedented opportunity, driven by rapid advancements in artificial intelligence, technology, and shifting industry needs that will create a positive experience for students and employees navigating our systems. Our expertise in applied education and research positions us to be a leader in advancing all the major sectors of the economy, including healthcare, energy, the built environment, transportation, digital transformation, and business. The growing demand for skills-based and modular learning aligns seamlessly with our education model. Expanding our partnerships with industry and other educational institutions will amplify our impact and reach. Our commitment to Indigenization, equity, diversity, and inclusion enriches the learning experience by fostering an inclusive environment, offering all learners greater opportunities for support, growth, and success in a diverse and globalized world. Finally, there is an opportunity to enhance our learning environment by advancing our international student program, focusing on diversity, skill development, and global recognition to stay ahead in educational innovation.

We remain mindful of changes in BC, across Canada, and globally. The COVID-19 pandemic accelerated existing trends: early retirements increased, work environments evolved rapidly, and new technologies, including artificial intelligence, were—and continue to be—adopted quicker than ever. The post-secondary landscape is increasingly competitive, with regional peers vying for a shrinking pool of domestic students due to demographic shifts. Economic and geopolitical factors continue to exacerbate operating and capital costs and pose ongoing risks to our strategic initiatives. Amid this technological reliance, we remain vigilant against cybersecurity threats and the potential, across the globe, for severe financial and reputational damage.

Further, rapidly changing industry needs require continuous and quick adaptation to ensure our programs remain relevant and practical. Most importantly, we are moving forward with an acute awareness that recent global challenges have highlighted inequities in access to higher education while also highlighting the critical need for programs that support mental health and wellbeing. Addressing these changes will be crucial as we remain a leader in applied education.

# Maintaining our Vision, Mission, and Values

As we embark on the new Strategic Plan, we proudly reaffirm BCIT's commitment to our vision, mission, and values. These guiding principles continue to inspire and direct our efforts.

## Vision

**Empowering people.  
Shaping BC.  
Inspiring global progress.**

## Mission

**Partnering learners and industry  
for success through workforce development.**

## Values

**Achieve excellence**

We strive to achieve excellence in everything we do and to accomplish real and measurable results.

**Embrace innovation**

We embrace innovation, ignited by imagination and creativity, to improve our approaches, opportunities, and outcomes.

**Champion diversity  
and inclusion**

We champion diversity of experiences, ideas, cultures, and perspectives, fostering a community permeated with equality and inclusivity.

**Pursue collaboration**

We believe in the power of collaboration to amplify our efforts.

**Engage with respect**

We work from a position of respect for others' expertise, insight, and inherent worth, and we reflect a respect for future generations in our passion for sustainability.

## Rooted in Internal Visions, Frameworks, and Plans

Our Strategic Plan builds on and complements our existing pan-institutional visions and plans, which are central to the work already being done. Serving as foundational components, these individual visions and plans have not been explicitly detailed within the commitments and initiatives. Instead, they are woven into the priorities and their evaluation. This integration honours the work currently underway while aligning the Strategic Plan with our established visions and plans, including (but not limited to):

- BCIT Accessibility Plan
- BCIT Anti-Racism Framework
- BCIT Applied Research Strategic Plan
- BCIT Education Plan
- BCIT Indigenous Vision
- BCIT Learning and Teaching Framework
- BCIT People Vision
- BCIT Student Wellbeing and Resilience Framework
- BCIT Sustainability Vision

# Developing the Plan

## Engagement Process

The development of our Strategic Plan was driven by a comprehensive and inclusive engagement process involving a wide range of interest holders across BCIT. Our goal was to create a Strategic Plan that reflects the diverse needs and aspirations of our community while fostering a sense of collaboration integral to the BCIT experience.

Through our consultation, we connected with students, employees, the BCIT Student Association, and the Alumni Board of Directors. We also collaborated closely with the BCIT Executive Team and the BCIT Board of Governors to craft a Strategic Plan that is both led by the Board and informed by the wider BCIT community.

Throughout this engagement process, we invited our community to share their vision for BCIT's collective future, emphasizing the need for focus, expertise, and specialization to tackle the challenges of our increasingly complex world.

## What We Learned

Our engagements resulted in invaluable insights from the BCIT community, reflecting a strong commitment to growth and excellence. The touchpoints with the community revealed themes that underscored what a supportive and collective vision of the future could look like while setting the foundation for developing the commitments and initiatives.

- 1. Student Experience Enhancement:** There is consensus on enhancing the educational journey at BCIT by focusing on digital and physical learner experiences. This includes improving digital platforms and fostering a vibrant campus culture that supports learning and personal growth.
- 2. Community Health and Wellbeing:** Our community emphasizes the importance of mental health and overall wellbeing and advocates for integrated support services that cater comprehensively to student and employee needs.
- 3. Innovative and Relevant Education:** A curriculum that evolves with the rapidly changing world is needed, equipping students with the adaptable skills and knowledge required to thrive in the future through real-world, work-integrated learning opportunities.

## Through an IDEAS Lens

The implementation of this Strategic Plan will be further guided by the IDEAS Lens. IDEAS stands for Indigenous, Inclusion, Diversity, Equity, Accessibility, Sustainability, and Student Wellbeing and provides an orientation to our way of working together and relating to each other. Through the application of the IDEAS Lens, we can develop tools that help us infuse IDEAS across BCIT.

# Strategic Plan Commitments

## COMMITMENT

**Transform teaching and learning experiences to continuously equip students with future-proof skills for a rapidly changing world.**

## WHY THIS IS INTEGRAL TO BCIT

Transforming teaching and learning experiences are crucial to equip students with the necessary skills to remain competitive and adaptable in a rapidly evolving global job market. This approach prepares BCIT graduates to meet the demands of emerging industries and technological advancements, fostering innovation and economic development.

## INITIATIVES

1. **Educational Innovation and Real-World Learning:** Equip students and faculty with up-to-date curriculum, responsive teaching practices, and modern learning spaces and tools.
2. **Holistic Student Development:** Deepen the student experience by proactively promoting and supporting mental health and wellbeing.
3. **Relevant Education and Sustainable Practices:** Integrate awareness of contemporary challenges into our curriculum. Enable a teaching and learning environment where faculty and students can engage with societal issues through BCIT's IDEAS Lens, applied learning, and cross-discipline collaboration. Infuse Indigenous knowledge and practices through the organization and within our partnerships to mobilize broader societal change.

# Strategic Plan Commitments

## COMMITMENT

**Catalyze digital transformation to modernize and streamline systems, secure data, and improve experiences and efficiency.**

## WHY THIS IS INTEGRAL TO BCIT

It is essential to modernize and streamline digital systems, enhancing both efficiency and the user experience. This modernization ensures that the Institute can operate effectively while remaining agile and responsive to the evolving needs of students, employees, and our partners.

## INITIATIVES

4. **Connect in a Culture of Change:** Cultivate a culture of institutional accountability and innovation and enhance interdepartmental collaboration. Ensure all employees are equipped to take initiative, fostering a solution-oriented work environment.
5. **Empower Digital Infrastructure:** Develop a robust technology strategy and roadmap that includes modernized business management practices and enhanced technical support to streamline operations and meet user expectations.
6. **Advance Process Efficiency:** Implement a standardized approach to improve and manage processes through workflow automation, redundancy elimination, and institutional accountability.
7. **Enhance Cybersecurity and Foster Cyber Culture:** Continue to develop a robust cybersecurity framework that prioritizes the privacy and protection of student, employee, and Institute data. Create a community of cyber awareness where responsibility is shared across all levels while increasing visibility on cybersecurity issues.

# Strategic Plan Commitments

## COMMITMENT

**Foster vibrant and inclusive communities—on and off campus—to enhance experiences of connection, wellbeing, and belonging.**

## WHY THIS IS INTEGRAL TO BCIT

Fostering vibrant and inclusive communities enhances connection, wellbeing, and belonging, which are crucial for student success, employee retention, and strong communities in today's interconnected world. An inclusive environment supports a richer educational experience, prepares students to thrive in a diverse and equitable society, and enables BCIT to foster a more resilient and prosperous community within the province.

## INITIATIVES

8. **Employee Recognition and Development:** Creatively recognize employees through inclusive avenues supported by management. Ensure growth opportunities exist to attract and retain top talent.
9. **Campus Development and Accessibility:** Refresh the Campus Development Plan and deliver on the Land Asset Leverage Plan to support accessibility, student engagement, and community integration—with modernized spaces that cater to a diverse community, fostering growth, safety, and Indigenization.
10. **Comprehensive Student Engagement and Support:** Implement a holistic approach to student wellbeing that considers academic, health, and wellness issues, fosters physical and cultural safety, and is informed by the lived experiences of equity-deserving students.

# Strategic Plan Commitments

## COMMITMENT

**Enrich partner and industry experiences to amplify student learning and real-world impact.**

### WHY THIS IS INTEGRAL TO BCIT

Enriching partner and industry experiences are fundamental to ensuring education remains relevant and aligned with industry needs. This collaboration bridges the gap between BCIT faculty and researchers, our students, and the workforce, fostering innovation and practical skills that benefit both students and industry.

## INITIATIVES

11. **Integrated Curriculum Development:** Ensure educational programs align with evolving industry needs by incorporating industry-driven experiences and real-world applications. Encourage cross-program collaboration and increase opportunities for work-integrated placements.
12. **Industry Partnership Accelerator:** Create a dynamic ecosystem of collaboration with strategic industry partners. Grow more opportunities for students to engage with the professional world and broaden their understanding of career paths.
13. **Educational and Curriculum Development:** Implement an integrated curriculum and program development strategy that promotes interdisciplinary learning, incorporates the BCIT IDEAS Lens, and enhances real-world learning opportunities with a global perspective.

# Accountability

Together with our community, we will develop an annual Strategic Implementation Plan anchored by the Strategic Plan, translating the initiatives into a set of actionable deliverables. We will evaluate our performance in achieving these deliverables regularly. In addition to continued tracking through the Institutional Accountability Plan and Report, we will assess and manage our progress through a scorecard comprised of high-level key performance indicators. We will confirm specific measures as we move into implementation, with likely areas of focus noted below. We will establish indicators to reflect areas of attention, such as:

- Actively leverage BCIT's provincial mandate as directed by the Government of BC.
- Increase Indigenous participation in all areas of academic and campus life.
- Set ambitious targets for enhancing student health, wellbeing, and retention across programs.
- Position BCIT as an employer of choice through strategic initiatives and workplace culture excellence.
- Strategically advance the international student program.
- Enhance the user experience both on-campus and across BCIT's digital platforms.
- Deliver on the Land Asset Leverage Plan to support financial stability.
- Renew the INSPIRE campaign to cultivate new revenue streams.

As with our previous Strategic Plan, progress is dependent on three main factors:

1. Creating a systematic approach to program management, tracking progress, and facilitating resource allocation to ensure we are intentional and practical about what we advance and deprioritize.
2. Mobilizing resources to help us achieve our ambitions, secure government funding, diversify our revenue streams, and activate investment through the INSPIRE campaign.
3. Continuing to grow our brand affinity through strategic marketing and communications efforts, flagship initiatives, and campus redevelopment.

We are committed to supporting implementation appropriately and, over time, aligning standard operations within these priority areas.

The 2025-2030 Strategic Plan serves as the bridge between our bold vision and focused action, guiding BCIT into an exciting and transformative future. With clear direction, we will implement these initiatives collectively, leveraging the power of our community to unlock new opportunities and overcome challenges. By embracing innovation, collaboration, and resilience, we are confident that together we will achieve our shared vision of empowering people, shaping BC, and inspiring global progress.

Every individual at BCIT—students, employees, and partners—has a vital role to play in making this vision a reality. Together, we will rise to the occasion, ensuring that BCIT continues to deliver outstanding applied education and drive meaningful impact locally and globally.

Dr. Jeff Zabudsky, President, BCIT



BCIT Electrical Engineering alum Aileen Maynard, supports the Tl'Yahda Energy solar array project—a Haida-led initiative—located in Masset, Haida Gwaii in her role with Hedgehog Technologies.