



STRATEGIC PLAN

2019 - 2024

MESSAGE FROM THE PRESIDENT

After much discussion, consultation, and with a strong will to advance Cape Breton University, we now have a strategic plan that will guide our decision-making over the next five years. The directions within the plan were conceived through an inclusive, open, and broad consultation process. The process was endorsed by the CBU Board of Governors, led by a steering committee of CBU representatives, and welcomed with much enthusiasm by CBU faculty and staff and Cape Breton Island communities. When we began this journey, we committed to a process that was transparent and resulted in outcomes that were not pre-determined. We achieved that objective.

I want to thank my Co-Chair Dr. Vicky Salazar and Faculty Advisor Dr. Rod Nicholls for their commitment to, and guidance throughout, this process; the members of the Steering Committee and Working Committee for all of their hard work; and all who participated throughout the process for their contributions. We should all be proud of the work we've accomplished and the energy that has been ignited on and off our campus. The level of engagement we experienced speaks volumes to the importance of Cape Breton University to our region. In each boot camp, special event, pop-up session, consultation, and community

conversation that took place, the sense of pride that people have for CBU was evident.

We've paid homage to our history and committed to thinking differently as we work toward our vision, and we have five strong directions and accompanying strategies that will guide us as we move forward with strategic purpose. The plan is a product of a shared commitment to advance Cape Breton University, and in doing so we will positively impact the communities of Cape Breton Island.

Working together and living our values, we will sustain the momentum created during the strategic planning process as we execute our plan.

Yours very truly,



David C. Dingwall
President & Vice-Chancellor

MISSION, VISION, & VALUES

MISSION

Cape Breton University is committed to high-quality, accessible education; innovative research; and a vibrant, multicultural future for the Island.

VISION

Rooted in Cape Breton, connected to the world

VALUES

We are committed to:

Courage *Mel kik nòti*

Thriving through creativity and leadership

Cooperation *Maw lukitimk*

Working together for the common good

Quality *Mawi kelùlk*

Achieving excellence through continual improvement

STRATEGIC DIRECTIONS



INVEST IN OUR STUDENTS

Enriching the living and learning experience



CHAMPION THE ISLAND'S PROSPERITY

Working to bolster the overall health and development of Cape Breton Island



INDIGENIZE THE L'NU WAY

"We Are All Treaty People" – Building on our past and embracing new responsibilities



GLOBALIZE WITH A DIFFERENCE

Embracing differences and learning from each other



EMPOWER FACULTY AND STAFF

Enabling employees to flourish

INVEST IN OUR STUDENTS

We will enrich the living and learning experience by:



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STRATEGY 1.1

Preparing students through quality teaching and programming to thrive in a changing world

STRATEGY 1.2

Growing experiential learning, research, and volunteer opportunities that challenge students to be engaged citizens

STRATEGY 1.3

Promoting wellness and fostering a sense of belonging

STRATEGY 1.4

Improving campus life and providing a Canadian experience that is uniquely Cape Breton

CHAMPION THE ISLAND'S PROSPERITY

We will work to bolster the overall health and development of Cape Breton Island by:



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STRATEGY 2.1

Prioritizing initiatives in areas of external need and internal expertise, such as health, tourism, cultural heritage, science-based innovation, and entrepreneurship

STRATEGY 2.2

Increasing place-based research and professional practice with Island communities

STRATEGY 2.3

Working with businesses, community groups, municipal governments, and individuals to develop leadership, improve communication, and advance mutual goals

STRATEGY 2.4

Attracting more Cape Breton students and addressing demographic decline by retaining graduates on the Island

INDIGENIZE THE L'NU WAY

“We Are All Treaty People” -

We will build on our past and
embrace new responsibilities by:



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STRATEGY 3.1

Engaging Elders and Knowledge Keepers, and embedding L'nu perspectives in the curriculum and campus traditions

STRATEGY 3.2

Creating spaces and opportunities for recognizing truth and seeking reconciliation

STRATEGY 3.3

Enhancing efforts to preserve and promote the language that sustains L'nu culture

STRATEGY 3.4

Making university education and resources increasingly accessible to L'nu learners

GLOBALIZE WITH A DIFFERENCE

We will embrace differences
and learn from each other by:



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STRATEGY 4.1

Embedding global perspectives in the curriculum
and campus traditions

STRATEGY 4.2

Expanding and promoting opportunities for
international learning experiences and research
partnerships

STRATEGY 4.3

Attracting students from many countries
into a broad range of programs

STRATEGY 4.4

Advocating for pathways and supports to
facilitate immigration

EMPOWER FACULTY & STAFF

We will enable employees to flourish by:



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STRATEGY 5.1

Building a culture of appreciation and trust, and establishing channels for effective communication

STRATEGY 5.2

Facilitating collaborations in teaching, research and professional practice, service delivery, and program development

STRATEGY 5.3

Increasing opportunities for mentoring and professional development

STRATEGY 5.4

Enriching the working environment and enhancing personal wellness



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