



Operational Plan 2008-11

 **RED RIVER
COLLEGE**
OF APPLIED ARTS, SCIENCE AND TECHNOLOGY

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I. Operational Plan Strategies and Actions 2008-11

RRC's Strategic Plan has been specified into an Operational Plan identifying strategies initiatives, improvement priorities and corresponding actions. The following pages provide the details.

Initiative	Tactics/Actions	Leadership
<p>1. College Degrees</p>	<p>In a Canada with a heightened interest in productivity, the world of work will need more graduates who can foster innovation. There is an increasing demand for more advanced technical learning credentials. One way RRC can help is to have more workers who have both technical skills and problem solving skills. The College Degree extends the educational continuum from apprenticeship, certificate, and diploma. It provides another option for students and more choice for employers.</p>	<p>RRC will accelerate the policy outlined in the Academic Plan to introduce College Degrees. Paralleling efforts to meet regulatory requirements, the College will work with industry to further acceptance by employers.</p> <p>The College submits a College degree program which gains regulatory acceptance.</p>
	<p>1.1 The VP Academic and Research will work with SAC to develop additional proposals for college degree programs.</p>	<p>VP Academic & Research</p>
	<p>1.2 Develop a communications strategy for college degrees.</p>	<p>VP Academic & Research</p>
	<p>1.3 Develop a communications and promotion plan for communicating with business/industry.</p>	<p>Director, College Relations</p>
	<p>1.4 Build the capacity of the schools to undertake applied research.</p>	<p>Director, Applied Research & Commercialization</p>
	<p>1.5 Establish a second applied research centre at RRC.</p>	<p>VP Academic & Research</p>

Initiative	Tactics/Actions	Leadership
<p>2. People Plan</p>	<p>The faculty and staff at RRC are the keys to overall success. Recently, the College introduced the People Plan, with the mission, <i>“To inspire and motivate current and future staff through exceptional people practices within an environment of respect, trust, and recognition. RRC provides its employees with the opportunity for personal and professional growth through a rewarding career”</i>. The Steering Committee is to identify strategies to help the College develop and implement strategies to attract, retain and reward the best faculty and staff and become an employer of choice.</p>	<p>To provide the People Plan with a target, the Steering Committee has been challenged to identify and develop strategies that will prepare the College to apply to become the first educational institution to be ranked as a top 50 employer.</p> <p>The College submits one or more applications to be seen as a top 50 employer.</p>
	<p>2.1 As the Chair of the People Plan Steering Committee, the VP Finance and Administration, will oversee HR alignment with the Plan’s Vision, Mission & Values to support the application. Areas of focus will be recruitment & retention, staff development, and rewards & recognition.</p>	<p>VP Finance & Administration</p>
	<p>2.2 Transform recruiting process by developing new recruiting strategies and new orientation methods.</p>	<p>Director, Human Resource Services</p>
	<p>2.3 Conduct a Workforce Planning pilot.</p>	<p>Director, Human Resource Services</p>
	<p>2.4 Implement the new classification system for non-faculty and continue implementation of the new instructor series.</p>	<p>VP Finance & Administration</p>
	<p>2.5 Improve and enhance the Information Systems related to Pay and Benefits to provide better service and better information for measurement & decision-making.</p>	<p>Director, Human Resource Services</p>

Initiative	Tactics/Actions	Leadership
	2.6 Implement a flexible benefits program.	Director, Human Resource Services
	2.7 Develop plans and initiatives to ensure progress on the PAR initiative and federal compliance.	Director, Human Resource Services
	2.8 Renew the staff development function with a view to coordination of existing programs, training need analysis, use of learning technologies, leadership & management development, and succession planning & career progression initiatives.	Director, Human Resource Services
	2.9 Review and implement the recommendations of the Communications sub-committee.	VP Finance & Administration
	2.10 Implement a web-based monthly staff survey to provide on-going feedback to the People Plan Steering Committee.	Director, Research & Planning
	2.11 Develop more comprehensive Environmental Safety and Health practices.	AVP, Facilities & Campus Services
	2.12 Identify and implement Security measures to foster a safe working environment.	AVP, Facilities & Campus Services
	2.13 Integrate a safety training plan into staff development to help prepare faculty and staff for their related legal obligations.	Dean, Student Services
	2.14 Reporting to the People Plan Steering Committee, the College Wellness Committee will plan, coordinate, and deliver initiatives that will result in improved wellness for staff and students.	VP Finance & Administration

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<p>3. Capital Campaign</p>	<p>RRC has several building initiatives such as the Heavy Equipment Training Facility that are pressing right now. In order to accommodate students in a quality environment, the College requires substantial infusions of capital.</p>	<p>In order to accommodate these wide ranging needs, the College will undertake a major capital campaign. The capital campaign also gives RRC a chance to tell its story to stakeholders and potential stakeholders. The capital campaign also affords the College an opportunity to hear from industry about their current and future needs.</p> <p>The College implements a detailed capital campaign plan and begins to collect funds.</p>
	<p>3.1 The VP Business Development will chair the campaign cabinet.</p>	<p>VP Business Development</p>
	<p>3.2 In consultation with the campaign cabinet, provide oversight to the capital campaign.</p>	<p>VP Business Development</p>
	<p>3.3 Hire a campaign leader.</p>	<p>VP Business Development</p>
	<p>3.4 Set targets for giving from prospective donors.</p>	<p>VP Business Development</p>
	<p>3.5 Establish and develop the overall Capital Campaign.</p>	<p>Director, College Relations</p>
	<p>3.6 Manage the Capital Campaign.</p>	<p>Director, College Relations</p>
	<p>3.7 Develop and implement a communications strategy.</p>	<p>Director, College Relations</p>
	<p>3.8 Build key relationships in the business community.</p>	<p>Director, College Relations</p>

Initiative	Tactics/Actions	Leadership
	3.9 Develop a stewardship plan for those who contribute to the campaign.	Director, College Relations
4. Value Proposition	A value proposition describes, succinctly, how an organization will differentiate itself to its key stakeholders. For the organization and its staff, a value proposition answers the question, why should the stakeholder, “want to do business” with this organization. It helps set stakeholder expectations for their experience with an organization. But a value proposition is not just a ten second speech; it becomes a way of helping the organization focus its efforts to become better. For RRC, a value proposition helps prospective students understand why the College is for them, for the organization it helps determine what needs to be done, and for prospective employers, it indicates what they should expect from RRC graduates. There are many reasons why stakeholders value RRC. Indeed, different stakeholders may value different elements. The challenge is to develop a concise value proposition, which can then be applied to a wide range of activities. A value proposition acts as a focus for all future activities.	<p>RRC will assemble a working group to develop a coherent value statement that can be used across the organization.</p> <p>The production of a statement that summarizes the unique benefits the College offers its stakeholders.</p>
	4.1 Lead/assemble the working group that will assist with the development of the value proposition.	Director, College Relations
	4.2 Develop the research design and provide oversight of the research process.	Director, Research & Planning
	4.3 Develop a plan for communicating the value proposition	Director, College Relations
5. Increase Quality and Innovation	Red River College graduates are the number one ambassador for the College. Graduate assessment of their own experience, the results of external exams where appropriate, and how	RRC will form a working group to develop an integrated quality assurance model. The group will consider

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	<p>employers assess graduates define the quality of their education. The College uses a number of processes to design, maintain, and review the quality of its programs. The intent is twofold: increase the scope and depth of the feedback from quality measures (KPI) and increase the amount of organizational support for initiatives to improve quality given these measures. As indicated in the Academic Plan, some of these initiatives are likely to involve innovations in academic programming. The additional information and resources should lead to an improved quality of education experience. To students and industry quality not only encompasses these quality measures but also time to completion. Students are eager to complete their studies as soon as possible and employers need graduates at a faster pace. It would be counterproductive however to improve time to completion if academic quality is eroded</p>	<p>academic programming, organizational practices and services to students. The task force will identify new and innovative approaches to be funded and implemented in academic programming, service delivery, and helping businesses and industry become more productive.</p> <p>The College begins at least one of these initiatives to improve RRC's performance on these metrics.</p>
	<p>5.1 The VP Student Services and Planning will chair a working group to develop an integrated quality assurance model.</p>	<p>VP Student Services and Planning</p>
	<p>5.2 Develop quality assurance processes related to program and curriculum development, re-development, and retirement along with related policies (as directed).</p>	<p>Dean, School of Learning Innovation</p>
	<p>5.3 Increase the number of Program Renewals (from 3 to 4)</p>	<p>Dean, School of Learning Innovation</p>
	<p>5.4 Increase the number of Face Validations (from 12 to 16) completed each year.</p>	<p>Dean, School of Learning Innovation</p>
	<p>5.5 Report on the results of the Graduate Employment and Student Satisfaction Surveys.</p>	<p>Director, Research & Planning</p>

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	5.6 Develop additional metrics for assessing quality.	Director, Research & Planning
	5.7 Incorporate measures of PLAR/RPL services into program reviews and new academic quality assurance mechanisms/models.	VP Academic & Research
	5.8 Develop KPIs for all library services.	Dean, School of Learning Innovation
	5.9 Implement the Colleague ODS/Executive Reporting solution to provide access to KPI information.	Director, Information Technology Solutions Director, Research & Planning
	5.10 Utilize server virtualization software to consolidate server usage	Director, Information Technology Solutions
	5.11 Expand wireless network connectivity and VOIP at Notre Dame campus	Director, Information Technology Solutions
6. Student Success at Current levels of Accessibility and Quality	<p>Overall, for RRC success incorporates two measures: a student gains a quality education and the student completes the program. This section will consider the question of completion. Red River College recognizes the cost to the student, the College, and to society of student attrition, premature departures from the program.</p> <p>As described in the Academic Plan, RRC has begun to use the Beatty-Guenter Retention Strategy Model as a means of guiding and balancing its support initiatives to improving student success. There is some evidence that with these efforts the College has improved the chances for a student to graduate. But these efforts have been school dependent and there is no process in place to effect the sharing of learnings.</p>	<p>RRC will put together a working group, to review the empirical evidence, and current practices and formulate a recommended comprehensive course of action.</p> <p>The College will have a resourced formal College wide plan of action for implementation in the following year.</p>

Initiative	Tactics/Actions	Leadership
	6.1 The VP Student Services and Planning, will chair a working group to formulate a comprehensive course of action to develop an overall work plan for reviewing evidence, current practices and developing a comprehensive course of action..	VP Student Services & Planning
	6.2 Develop an overall work plan for reviewing evidence, current practices and developing a comprehensive course of action.	VP Student Services & Planning
	6.3 Establish the new Student Success Facilitator position.	Dean, Student Services
	6.4 Develop measures and improvement targets for student success.	Director, Research & Planning
	6.5 Continue Standard FIT survey at current sample size.	Director, Research & Planning
	6.6 Develop a shortened version of the FIT survey to be used with an equivalent sample size.	Director, Research & Planning
	6.7 Continue to field the Exit survey.	Director, Research & Planning
7. New ways to offer applied learning with work/industry	<p>Apprenticeship (in numbers) and contract training (in dollars) have been growing faster than regular programs. It is a sign of demand for training in the workplace today. The demand for workers exceeds supply and will get worse as baby boomers retire. There is a strong likelihood that the demand for training in the workplace of tomorrow is shifting. This will put more pressure on high school students to go directly into the workplace and make it harder for them to leave. At the same time while RRC has accommodated the demand, it has done so in a stop-and-start manner. This makes serving the workplace population more challenging and costly than it would first appear. Employers may also be short changing themselves. In</p>	<p>RRC will review and develop a comprehensive program for serving the needs for education for those at work. This review will focus on identifying the permutations of relationship, location, and timing, which might be more successful for more employers and ultimately for students. The review will consider all schools. It is envisioned that the resulting design will meet the immediate and future needs of the work world while doing so in a</p>

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	<p>the short run hiring students out of high school solves an immediate problem; but research shows that for employers the path to innovation requires a workforce with broader and deeper educational background. Red River College demonstrates strong connections to industry in a number of ways. Our curriculum development process is driven by industry need, our graduates are job-ready, our part-time students upgrade their skills while contributing in their workplaces, our apprentices contribute to the economy while learning new skills, and our contract training helps organizations become more productive. The challenge is to build a better way to serve education in the workplace, to respond to the immediate, while contributing to the on-going education.</p> <p>In order to accommodate industry, the College must develop a method that is responsive both in speed of development, scheduling and flexible. For students, the programming needs to be integrative, so that training can act a as a ladder to other programs. The worker can be trained for today and educated for tomorrow.</p>	<p>more efficient manner.</p>
	<p>7.1 The VP Business Development, will chair a working group to formulate a comprehensive program.</p>	<p>VP Business Development</p>
	<p>7.2 Develop an overall work plan for identifying the education needs, current barriers to full-filling these needs, the processes used to serve these needs, and how to improve the College's capability to meet these needs.</p>	<p>VP Business Development</p>
	<p>7.3 Develop and implement plans for use of newly acquired mobile labs.</p>	<p>VP Business Development, VP Academic & Research, AVP Facilities & Campus Services</p>

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<p>8. Advance Aboriginal Education</p>	<p>One of the goals in the Academic Plan is Aboriginal outreach. The School of Indigenous Education is very successful in addressing the needs of Aboriginal students across the College. However, at virtually every Strategic Planning Workshop, participants expressed a desire/recognition that more needs to be done to attract and help Aboriginal students succeed. Red River College will ensure its programs and services are designed to attract Aboriginal learners and assist them in their success.</p>	<p>The College will develop a comprehensive plan to provide guidance on how to increase participation and success of Aboriginal students across programs. The plan will take into account the marketing/communications, as well as organization requirements.</p> <p>The College prepares a plan for review as part of next year's Strategic Plan.</p>
	<p>8.1 The Dean of Indigenous Education will be responsible for developing a comprehensive plan to increase successful participation of Aboriginal learners at RRC, including the Princess Street Campus.</p>	<p>Dean of Indigenous Education</p>
	<p>8.2 Develop and implement an overall marketing plan.</p>	<p>Director, College Relations</p>
	<p>8.3 Provide research support for the development of this plan.</p>	<p>Director, Research & Planning</p>

II. Improvement Priorities

Initiative	Tactics/Actions	Leadership
<p>1. Enhance the in-class experience of instruction</p>	<p>The College takes the learning process seriously from the selection and training of instructors, to procedures for monitoring quality. Nonetheless, the quality of the in-class experience was rarely flagged as a strength and on occasion was a source of weakness. The more critical evaluations of the in-class experience were not common. There are many ways to improve the in-class experience. The net result is an enhancement to student satisfaction and College reputation.</p> <p>Some examples of these improvement actions include:</p>	
	<p>1.1 Research the effect of Elders on student outcomes.</p>	<p>Dean, Indigenous Education</p>
	<p>1.2 Measure the extent of student “use” of Elders.</p>	<p>Dean, Indigenous Education</p>
	<p>1.3 Measure the availability of Elders and associated wait times.</p>	<p>Dean, Indigenous Education</p>
	<p>1.4 Conduct annual customer satisfaction surveys for full-time, part-time and distance modes of delivery.</p>	<p>Director, Research & Planning Dean, School of Continuing + Distance Education</p>
	<p>1.5 Continue to provide students with the opportunity to evaluate every course/instructor.</p>	<p>Dean, School of Continuing + Distance Education</p>
	<p>1.6 Use industry representatives as guest lecturers.</p>	<p>Dean, School of Health Sciences & Community Services</p>
	<p>1.7 Use modern technology and Aboriginal examples in lessons.</p>	<p>Dean, School of Construction & Engineering Technologies</p>

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	1.8 Redesign ASL program using peer to peer computer-based streaming.	Dean, School of Business & Applied Arts
	1.9 Provide a one day hands-on training session on the video titling computer (Inscriber) in the TV studio.	Dean, School of Business & Applied Arts
	1.10 Develop, with U of W, an articulation agreement for a joint-degree with the Library and Information Technology program.	Dean, School of Business & Applied Arts
	1.11 Offer and promote a synchronous audio/video learning technology to blend face to face class time with online access.	Dean, School of Learning Innovation
	1.12 Expand delivery of cultural diversity and inclusive learning training and consultation services to faculty.	Dean, Student Services
	1.13 Experiment with an interactive ‘clicker’ system to inject a new kind of interactivity into classes.	Dean, School of Health Sciences & Community Services
	1.14 Replace lecture approach with project based learning where applicable.	Dean, School of Construction & Engineering Technologies
	1.15 Demonstrate the principles of safety in the workplace by practicing approved procedures.	AVP Facilities & Campus Services
	1.16 Offer the medicine wheel garden as an option to “on the land” and out of the “brick and mortar” institution for learning.	Dean, School of Indigenous Education
	1.17 Promote use and reuse of learning objects using screen capture video, podcasts and self-testing tools.	Dean, School of Learning Innovation
	1.18 Integrate Course Outline Web database with Colleague as part of comprehensive curriculum management strategy.	Dean, School of Learning Innovation
	1.19 Establish and promote use of a “virtual classroom” to allow remote audio/video access to class meetings.	Dean, School of Learning Innovation

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	1.20 Provide instructor support through the maintenance and development of the AIR site.	Dean, School of Learning Innovation
	1.21 Provide support for program and course sites on CONNECT.	Dean, School of Learning Innovation
	1.22 Investigate streaming video as delivery mechanism for course / program resources.	Dean, School of Learning Innovation
	1.23 Maintain and develop SCORE to support delivery of curriculum material.	Dean, School of Learning Innovation
	1.24 Apply work-related situations in classroom to teach how to adhere to industry standards.	Dean, School of Health Sciences & Community Services
	1.25 Improve the use of technology in the classroom and lab situations.	Dean, School of Health Sciences & Community Services
	1.26 Prioritize CAE on-line/DE courses for regional campus instructors.	Dean, School of Learning Innovation
	1.27 Use video-streaming for in-house workshops and seminars for faculty.	Dean, School of Learning Innovation
	1.28 Make available to students the official RRC Booklist at least 3 weeks in advance of term (2 weeks for Continuing Education and Regional Centers).	Director, Campus Services
	1.29 Make available to students beginning 6 weeks in advance of term, and by the start of term, all required and optional course materials for their courses.	Director, Campus Services
	1.30 Strive to deliver a fulfillment rate of less than 95%.	Director, Campus Services

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	1.31 Facilitate the migration from print course materials to digital technology where interest is sought from faculty.	Director, Campus Services
	1.32 Evaluate, develop and implement a new training model using 3D training models to supplement practical training.	Dean, School of Transportation, Aviation & Manufacturing
	1.33 Investigate the feasibility of holographic training aids.	Dean, School of Transportation, Aviation & Manufacturing
	1.34 Diversify classroom delivery techniques to stimulate and engage learners.	Dean, School of Transportation, Aviation & Manufacturing
	1.35 Show instructional staff new technology and teaching methods in professional development sessions.	Dean, School of Transportation, Aviation & Manufacturing
	1.36 Partner with Student Services and the Students' Association to provide student orientations.	VP Business Development
	1.37 Enhance the participation in CAE program new faculty development.	Dean, School of Learning Innovation
	1.38 Define a Video Use in college Programming to guide the increasing use of video in the classroom (e.g. streaming; podcasting, etc.)	Dean, School of Learning Innovation
	1.39 Conduct a RFP of Enterprise Learning Management Systems to define college solution.	Dean, School of Learning Innovation
	1.40 Monitor and improve the use of educational technology in teaching.	Dean, School of Learning Innovation
	1.41 Prepare position paper on the use of Open Education resources and its potential for College curriculum.	Dean, School of Learning Innovation

Initiative	Tactics/Actions	Leadership
<p>2. Enhance the in-classroom learning environment</p>	<p>At a number of strategic planning workshops, the class room environment was the subject of some discussion. The discussion ranged from the physical condition of the room, the appropriateness of the size, and the availability of the technological infrastructure. Particularly on the Notre Dame Campus, the state of classrooms is a distraction to instructors and students.</p> <p>Some examples of these improvement actions include:</p>	
	<p>2.1 Incorporate proper podiums, digital projectors, and digital presenters in all classrooms, particularly at the Notre Dame campus.</p>	<p>Dean, School of Learning Innovation</p>
	<p>2.2 Conduct a Teaching and Learning Technology “Audit” for better understanding and as benchmark for further improvement.</p>	<p>Dean, School of Learning Innovation</p>
	<p>2.3 Conduct a review of Learning Commons on Notre Dame Campus and develop plan to develop a Learning Campus.</p>	<p>Dean, School of Learning Innovation</p>
	<p>2.4 Identify room condition deficiencies with MIT for resolution, on a continuous basis by regular inspections/audits. (ceiling tiles, flooring, painting, temperature controls, air flows)</p>	<p>Director, Building Systems & Maintenance</p>
	<p>2.5 Improve the cleaning of classrooms by reviewing cleaning assignments, staffing, equipment, and products used. An independent no cost audit is currently in progress.</p>	<p>Director, Building Systems & Maintenance</p>
	<p>2.6 Continued repair of program equipment and improvement of program support systems, by prequalified vendors.</p>	<p>Director, Building Systems & Maintenance</p>
	<p>2.7 Ensure that the hands-on equipment used in practical labs is up to date and mirrors that used in industry.</p>	<p>Dean, School of Health Sciences & Community Services</p>

Initiative	Tactics/Actions	Leadership
	2.8 Add a new chemistry lab.	Dean, School of Construction & Engineering Technologies
	2.9 Have students work together in the CARSI lab.	Dean, School of Construction & Engineering Technologies
	2.10 Upgrades of data/power facilities in nearly all classrooms.	Dean, School of Construction & Engineering Technologies
	2.11 Upgrade laptop-ready furniture in all classrooms.	Dean, School of Construction & Engineering Technologies
	2.12 Provide comfortable desks and chairs for both students and instructors. Classrooms should be equipped with appropriate technology.	Dean, School of Construction & Engineering Technologies
	2.13 Modify and expand all facilities related directly to program increases due to College Expansion Initiatives.	Director, Design, Planning & Construction
	2.14 Increase meeting rooms / break out space by redesigning the reception space of the 4th floor of the LTC.	VP Business Development
	2.15 Renovate the Aboriginal Centre to reflect more traditional elements and to recognize and include all Aboriginal groups (Inuit, Métis, First Nations).	Dean, Indigenous Education
	2.16 Source a classroom with an effective ventilation system that can be used to smudge.	Dean, Indigenous Education
	2.17 Implement Phase III of the Notre Dame Campus network edge switches upgrade. This will require the acquisition of 40 additional switches to provide 100 Mbs network through-put to affected classrooms, faculty, and staff.	Director, Information Technology Solutions

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	2.18 Acquire, configure and install new computer lab PC workstations, Apple workstations, and printers. The plan includes the acquisition of 261 PC workstations, 82 Apple workstations, and 5 printers.	Director, Information Technology Solutions
	2.19 Acquire 148 licenses of the latest version of Final Cut Studio Pro for the Creative Arts labs.	Director, Information Technology Solutions
	2.20 Install Microsoft Office in all classroom computer labs for the September 2008 intake.	Director, Information Technology Solutions
	2.21 Upgrade the current network bandwidth traffic shaping solution to accommodate the College's higher bandwidth and to ensure appropriate level of access for academic and administrative processes.	Director, Information Technology Solutions
	2.22 Upgrade basic network connectivity hardware for the Winkler and Portage Regional Campuses.	Director, Information Technology Solutions
	2.23 Increase the number of International students at RRC to enhance the learning environment for all students.	VP Business Development
	2.24 Continue to ensure that classroom AV equipment is in good working order and that problems are dealt with in a timely fashion.	Dean, Learning Innovation
	2.25 Upgrade classroom AV equipment on a regular basis to maintain technical currency/compatibility.	Dean, Learning Innovation
	2.26 Prioritize the replacement of classroom furniture by building.	\VP Finance & Administration

Initiative	Tactics/Actions	Leadership
	2.27 Capital investment required to meet the needs of live video streaming and provide access to computers for students to complete research and assignments.	VP Business Development
	2.28 Designate a support person for regional sites to ensure timely maintenance and troubleshooting.	VP Business Development
	2.29 Move HETC programming into the new facility.	Dean, School of Transportation, Aviation & Manufacturing
	2.30 Upgrade the shop equipment in the labs to provide current and safe equipment.	Dean, School of Learning Innovation
	2.31 Upgrade software in two computer labs to provide students with currency in their learning.	Dean, School of Learning Innovation
	2.32 Renovate two areas in transportation to improve the learning experience.	Dean, School of Transportation, Aviation & Manufacturing
3. Foster Sustainability	<p>Across the continent, in public and private boardrooms, there is a new appreciation for the need to make our economy and society sustainable. Red River has its share of sustainability accomplishments but there is both a need and an opportunity for the College to pursue and extend environmental, social and economic sustainability through operations, education, training, and research and partnership development.</p> <p>Some examples of these improvement actions include:</p>	Cooperation from parent programs and other departments with respect to courses, tests, outlines and expertise.
	3.1 Create new Sustainable Infrastructure Interest Group as part of RRC's contribution as a new IRAP (Industrial Assistance Research Program) network partner.	Director, Applied Research & Commercialization

Initiative	Tactics/Actions	Leadership
	3.2 Continue the Research Innovation Fund (formerly the Small-Scale Applied Research Fund).	Director, Applied Research & Commercialization
	3.3 Establish a dedicated research position.	Director, Applied Research & Commercialization
	3.4 Continue research business development activities, including a closer working relationship with Partnerships and International, as well as C+DE.	Director, Applied Research & Commercialization
	3.5 Continue advocacy initiatives through personal and corporate networks.	Director, Applied Research & Commercialization
	3.6 Strive to maintain returns at greater than 30% (while ensuring a fulfillment rate of less than 95%).	Director, Campus Services
	3.7 Choose suppliers that incorporate fair trade and environmental practices in their own businesses.	Director, Campus Services
	3.8 Make available products that promote environmental options such as recycled loose-leaf, biodegradable natural fibers, and reusable product.	Director, Campus Services
	3.9 Ensure a strong Used Book program.	Director, Campus Services
	3.10 Increase Applied Research funding for the Heavy Equipment Training Centre (HETC) – fuels and performance.	VP Business Development
	3.11 Funding for solar car – alternative fuels.	VP Business Development
	3.12 Look at alternative methods to deliver the College Calendar – (not print).	Director, College Relations Dean, Student Services
	3.13 Look at alternative methods to distribute the Academic Report (print fewer copies).	Director, College Relations

Initiative	Tactics/Actions	Leadership
	3.14 Further develop curriculum materials which can be purchased by other colleges and universities.	Dean, School of Applied Sciences
	3.15 Use environmentally safe materials (refrigerants in Refrigeration program and insecticides/pesticides in Greenspace Management program, for example) to protect the ozone layer.	Director, Design, Planning & Construction
	3.16 Recycle waste materials (paper, plastic) and convert waste lumber particles into lumber particleboard.	Director, Design, Planning & Construction
	3.17 Continue to have a Sustainability Manager to demonstrate approaches to various sustainability initiatives including recycling, appropriate waste management and transportation issues.	Director, Design, Planning & Construction
	3.18 The HETC is being constructed as silver LEED compliant.	Director, Design, Planning & Construction
	3.19 Examine the feasibility of Eco-tourism programming.	Dean, Learning Innovation
	3.20 Carry on relationship building with the community.	Dean, School of Indigenous Education
	3.21 Use more recyclable materials at events.	Dean, School of Indigenous Education
	3.22 Source contracts to Aboriginal organizations through the Aboriginal Chamber of Commerce (college wide).	Dean, School of Indigenous Education
	3.23 Continue establishing partnerships with international organizations to achieve academic and economic sustainability that benefits both the institution and the Manitoba economy.	VP Business Development
	3.24 Explore applied research opportunities in pharmaceutical manufacturing and other areas.	Dean, School of Health Sciences & Community Services

Initiative	Tactics/Actions	Leadership
	3.25 Explore both national and international training opportunities, through symposiums, meetings and partnerships.	Dean, School of Transportation, Aviation & Manufacturing
	3.26 Assist community partners in identifying their long-term and short-term training needs.	Dean, School of Continuing + Distance Education
	3.27 Foster partnerships agreements with industry by increasing departmental accessibility, while not biasing relationships with other industry members.	Dean, School of Transportation, Aviation & Manufacturing
	3.28 Develop Curriculum policy and process to guide and enable “Cooperation from parent programs and other departments with respect to courses, tests, outlines and expertise.	Dean, School of Learning Innovation
<p>4. Collaborate on Process</p>	<p>Two related themes emerged over the course of the workshops, communications and stress. In virtually every workshop, there was at least one participant who expressed a desire to reduce the number of “silos”. It was not uncommon for participants to express frustration over the inadvertent demands placed upon them by other departments. While the People Plan will address some of the underlying concerns, there is a complimentary way to address these two topics. Process reviews have often proved productive for finding more effective ways of doing the work. Involving all stakeholders in the process review can both save time and reduce workload stresses.</p> <p>Some examples of these improvement actions include:</p>	
	4.1 Establish regular staff project review meetings with centralized access to archives, network drawings, manuals, specifications, etc.	Director, Building Systems & Maintenance

Initiative	Tactics/Actions	Leadership
	4.2 Establish regular staff training sessions on the Work Order System, to provide consistency of use and to maximize the utility of Datatel.	Director, Building Systems & Maintenance
	4.3 Identifying, initiate, clarify and/or renew policies to improve the effectiveness of the policy process.	Manager, Corporate, Legal & Insurance Services
	4.4 Plan and manage all Capital Campaign expansion initiatives which required partnership/fundraising from the private sector.	Director, College Relations
	4.5 Determine the appropriate department to handle processing of registration related to Contracts entered into by academic departments outside of C+DE.	Dean, Student Services
	4.6 Implement the Colleague Support & Development office to provide coordination, support and training to Colleague users.	VP Student Services and Planning
	4.7 Develop with faculty ways to improve work-related processes.	Dean, School of Health Sciences & Community Services
	4.8 Implement regular department meetings.	Dean, Indigenous Education
	4.9 Organize more workshops in the centre with our Aboriginal counsellors for all staff/students on college processes and dealing with crisis intervention (referral service).	Dean, Indigenous Education
	4.10 Revisit the College Council and reformulate a new committee (front-line) focused on sharing ideas and initiatives.	Dean, Indigenous Education
	4.11 Improve the administration systems for financial reporting/ facilities requests.	Dean, Indigenous Education

Initiative	Tactics/Actions	Leadership
	4.12 Encourage staff to constantly upgrade their material and develop curriculum in such a way that they can reproduce and/or share their materials with other instructors teaching similar courses.	Dean, Indigenous Education
	4.13 Acquire, configure, and deploy new server hardware for the College's Colleague ERP to replace older servers.	Director, Information Technology Solutions
	4.14 Acquire and deploy 50 new staff computers.	Director, Information Technology Solutions
	4.15 Create a plan to modernize the network communications in Building C.	Director, Information Technology Solutions
	4.16 Acquire, configure and deploy new servers to replace existing out-dated servers used for corporate system service delivery.	Director, Information Technology Solutions
	4.17 Develop a Business Continuity Plan and Disaster Recovery Plan for the College's vital corporate systems.	Director, Information Technology Solutions
	4.18 Work with other RRC departments to enhance administrative and academic practices for international students.	VP Business Development
	4.19 Collaborate with foreign education institutions to provide opportunities for improvement for students, faculty and administration.	VP Business Development
	4.20 Convert Language Training Centre Legacy audio training tapes for web distribution.	Dean, School of Learning Innovation
	4.21 Increase the proportion of video and audio learning objects using in online learning. Revise older text-only resources to include voice and visual components.	Dean, School of Learning Innovation

Initiative	Tactics/Actions	Leadership
	4.22 Develop the Primary Care Paramedic program.	Dean, Health Sciences & Community Services
	4.23 Collaborate on a review of the Annual Academic Report.	Director, Research & Planning
	4.24 Redesign the layout of the combined Graduate Employment & Student Evaluation of Program combined report to improve utility.	Director, Research & Planning
	4.25 Simplify the Student Evaluation of Program report to Deans.	Director, Research & Planning
	4.26 Pursue integration of its Nebraska WinPRISM Inventory Management System with Colleague systems.	Director, Campus Services
	4.27 Maintain the "closed loop" continuous improvement QA system for all departments.	Director, Stevenson Aviation & Aerospace Training Centre
	4.28 Establish the Office of the Ombudsperson to serve students and staff.	Dean, Student Services & Planning
	4.29 Develop and implement a model that will allow students to use their own laptops on campus.	Dean, Student Services & Planning
	4.30 Coordinate the cross college communication and development of "Maintaining a Safe Classroom".	Dean, School of Learning Innovation