



# Strategic Plan 2000-2005

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**Renewing the Vision**

**December 1999**

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## Context:

We live in a time of change and opportunity. Red River College recognizes that change and the need to understand and respond to significant economic, technological and educational trends. We also recognize that the trends provide many opportunities for growth and improvement. In this context, Red River College has developed a strategic plan that:

- identifies and responds to the key trends that will have the greatest impact on the College over the next five years;
- states our vision, mission and goals;
- states College-wide objectives and strategies to achieve our vision, mission, and commitment;
- facilitates divisional and departmental operational plans, actions, evaluation and accountability.

All planning is about improving and Red River College's Plan outlines how improvement will take place here at the College, describes where we want to be in the future and helps us measure how well we are doing in our efforts. The Plan is founded on the strengths of our tradition and the ability of faculty and staff to learn and initiate improvements for students in the new millennium.

The Strategic Plan is dynamic and will continue to evolve in response to changes in the College environment. Annual reviews of key trends impacting the College and of progress achieved on strategies will result in confirmation or revisions as necessary.

## 1999 Process:

In 1999, the Strategic Plan was again reviewed. Several research and involvement activities were initiated to ensure the continuing relevancy and currency of the Plan. Appendix 1 outlines the process followed in 1999 in reviewing the Plan. During the year the College conducted an Environmental Scan to identify and analyze external trends (economic, political, technological, business and industry, social, demographic and educational) affecting the College's future. In addition, a SWOT analysis was undertaken which reviewed the strengths and weaknesses of the College and the opportunities and threats in the key trends in order to achieve a sense of the College's capabilities in relation to anticipated directions. College committees were included in the review process and participated in identifying new strategies and directions for the College to pursue over the next five years and priorities for 2000.

Strategic planning is a flexible and adaptive approach to envisioning a future and putting strategies in place to achieve that vision. Our Plan will guide the College into the 21<sup>st</sup> Century.

### Major Trends:

Some of the major forces that are and will continue to affect the College are:

- Technological advances that are occurring at an ever accelerating rate, so change is more rapid and more complex;
- A global economic world that offers increased collaborative possibilities and increased competition;
- Greater diversity in learners who are served by the College. In Manitoba, there is a special emphasis on change and growth within the Aboriginal population;
- Increasing expectations for educational institutions by all stakeholders, requiring a universal customer orientation;
- Learners seek customization, choice and multiple access points;
- Perpetual learning is the key in the emerging knowledge-based economy.

### SWOT Analysis:

The 1999 SWOT analysis identified a number of strengths, weaknesses, opportunities and threats. This section summarizes the findings very briefly to provide a sense of the capabilities of the College and the nature of the changing environment within which the College offers educational services for learners.

### Strengths Summary:

- People; there is a solid, committed team at the College.
- Progressive programs.
- Good community links.
- Responsiveness of programs.
- Reputation with business and industry.
- Readiness for change.
- Perseverance and strategic ability.
- New campus initiative.

### Weaknesses Summary:

- Overall financial health and funding base.
- Overcoming history to achieve a future focus.
- Physical facilities require renewal.
- Need for improved systems.
- Human capital is overburdened.
- Barriers & inflexibilities of a large organization.
- Recruitment from high schools.
- Planning is not well understood.

### Opportunities Summary:

- Expressed provincial government interest and support.
- Knowledge economy and culture.
- Public interest in life long learning.
- High technology.
- History of cooperation with Metis, First Nations, Inuit and the urban Aboriginal communities.
- Accelerating change means that education, training and retraining is a social and business imperative.
- The sophistication of the customer.

- Governance model – allows for more effective operations and pursuit of private funding.
- Record of partnerships with other colleges and universities.
- Movement towards applied degrees and applied research.
- Growing recognition of Colleges as a key to learning in the future.
- Economic growth in Manitoba.

#### **Threats Summary:**

- Technological Imperative means rising costs and more competition.
- Increasing costs for learners.
- Economy.
- College image, need to move to top-of-mind.
- Financial issues.
- Managing human capital.
- Increasing competition.
- Culture change.
- Lack of long term funding envelopes.
- Lack of a research and development budget for new programming.
- Facility requirements.

#### **Evaluation and Measurement:**

The Strategic Plan for Red River College outlines a way to achieve the vision of being a leader in post-secondary education in the 21<sup>st</sup> Century. This vision articulates a future for the College, a future that grows out of and improves a strong history. The Plan provides the College with a direction and milestones. Monitoring the

implementation of the plan provides additional motivation for achieving the objectives. Every year progress on the action statements is reviewed and documented. This allows the College to measure success and alter planned actions where external or internal events dictate. Another document, Progress in Achieving the Vision provides an overview of actions in 1999.

In 2000, the Plan will be reviewed through a comprehensive strategic planning process, including:

- communicating the plan to staff and students;
- evaluating the mission and vision against trends;
- conducting a comprehensive environmental scan, involving primary and secondary research;
- conducting a comprehensive internal scan;
- facilitating the review of all the objectives;
- involving a wide spectrum of stakeholders in the planning process;
- adapting and improving the plan to meet the new reality and the global imperative of transformation, innovation and change.

**Vision:**

*Red River College will be a leader in post-secondary education and training for the 21st Century.*

**Vision Attributes:**

- Red River College will provide high quality education & training.
- Red River College will enhance and expand a wide variety of programs to prepare students for global job opportunities.
- Red River College will provide the best of learning environments for a diverse population.
- Red River College will enhance and expand technology-mediated learning to benefit students in the emerging knowledge-based economy.

**Mission:**

*The mission of Red River College is to provide high-quality educational and training opportunities to assist with economic, cultural and social development in Manitoba within the context of a global marketplace.*

**Goals:****Quality:**

The College is committed to providing a high quality learning experience to facilitate student success.

**Growth:**

Red River College will increase enrolments and participation rates in the college system by creating new, responsive programs, improving current programs and introducing innovative delivery methods to reduce barriers and facilitate access to education and training for Manitobans and meet the challenges of a changing economy.

**Dynamic and Supportive Learning Environment:**

The College provides a healthy workplace and a learning environment that promotes peak performance and allows employees and students to participate and grow, respectful of each other and the diversity of the community and society.

**Infrastructure Enhancement:**

The College will provide a vibrant learning environment through the development and enhancement of its infrastructure including the facilities, equipment, systems and technology supporting the teaching and learning process.

**Financial Strength:**

The College will ensure the financial strength of the organization through government funding, fundraising and the development of business opportunities that advance the vision of the College.

**Community:**

The College will support and enhance the progress of Manitoba and its diverse, multi-cultural and Aboriginal heritage through public and community service arising from its learning focus and broad array of applied arts, science and technology programs.

**Objectives:**

1. Deliver high quality programs and services that focus on the customer.
2. Increase student success.
3. Increase program offerings and ensure that programs and the mix of programming responds to the diverse and changing needs of Manitobans and the workplace.
4. Provide optimal accessibility to programs and services.
5. Recognize, strengthen and reward the capabilities and contributions of employees and support a respectful workplace.
6. Integrate information technology in the delivery, operation and management of all College programs and services.

7. Provide a safe and well-maintained environment for working and learning.
8. Continue the College's participation in global education.
9. Strengthen collaboration and partnerships.
10. Employ college resources effectively and efficiently to achieve financial strength and stability.
11. Enhance the image and commitment of the College among staff, students and all stakeholders in the external community.
12. Transform into a learning-centred, innovative and technologically advancing College.

**Strategies and Actions:**

The College's objectives have been further specified into key measures, strategies and actions. The following pages provide the details.

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES					
				2000-01	2001-02	2002-03	2003-04	2004-05	
<b>CMC</b>	College Management Committee	<b>RP</b>	Research and Planning	<b>AEID</b>	Aboriginal Education & Institutional Diversity				
<b>SAC</b>	Senior Academic Committee	<b>HRS</b>	Human Resource Services	<b>CS</b>	Computer Services				
<b>VP, TE</b>	Vice-President, Training Enterprises	<b>M&amp;PR</b>	Marketing and Public Relations	<b>PCD</b>	Program and Curriculum Development				
<b>CLR</b>	Curriculum & Learning Resources	<b>SS</b>	Student Services	<b>Dev</b>	Development				
<b>1.0</b>	<b>DELIVER HIGH QUALITY PROGRAMS AND SERVICES THAT FOCUS ON THE CUSTOMER.</b>								
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>Customers and key stakeholders consistently express high satisfaction with the quality of programs and services.</li> <li>Employers express high satisfaction with the preparedness of the graduates.</li> <li>Programs meet national standards of relevant accrediting bodies, professional and technical associations or inter-provincial curriculum committees and accreditation is maintained for all programs where an appropriate accrediting agency exists.</li> <li>Programs develop and maintain credit transfer and articulation arrangements with appropriate university programs.</li> <li>Stakeholders express high satisfaction with all services and programs.</li> </ul>								
	1.1	Develop and adopt a set of college-wide learning outcomes for use by all programs, and develop all newly funded programs, in learning outcomes format.	<ul style="list-style-type: none"> <li>Identify, define and develop relevant assessment strategies for College learning outcomes.</li> <li>Integrate learning outcomes into existing programs.</li> <li>Integrate learning outcomes into all new programs.</li> </ul>	VP Academic / PCD	X	X			
				VP Academic / PCD	X	X	X	X	X
				VP Academic / PCD	X	X	X	X	X
	1.2	Seek national or professional recognition and accreditation in all academic programs where appropriate standards exist.	<ul style="list-style-type: none"> <li>Each program to identify the appropriate accrediting body or standards setting organization(s).</li> <li>Each program to develop an accreditation or re-accreditation plan as appropriate.</li> <li>Where national or international standards exist, the program will evaluate their curricula to ensure alignment with these standards.</li> </ul>	Deans & Directors	X				
				Deans		X			
				Chairs/ Directors			X		



	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
1.3	Ensure that curriculum is relevant and meets business, industry and community needs.	<ul style="list-style-type: none"> <li>Apply DACUM procedures when developing all new full-time programming.</li> </ul>	VP Academic	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Implement a curriculum validation process, which reviews all curricula for relevancy at least once every 5 years or upon major revision.</li> </ul>	VP, TE	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Establish strategies to ensure an inclusive curriculum.</li> </ul>	SAC and Dean, AEID	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Establish strategies to support initiatives in the development of technologically mediated curriculum and the application of new learning technologies and methods.</li> </ul>	VP Academic VP, TE	X	X	X	X	X
1.4	Adopt and integrate the philosophy, concepts and principles of continuous quality improvement into the College program and service delivery systems.	<ul style="list-style-type: none"> <li>Develop a continuous improvement plan for the College.</li> </ul>	Dir. RP	X				
		<ul style="list-style-type: none"> <li>Create data collection, warehousing and reporting processes to ensure timely distribution of data and management information.</li> </ul>	CMC/RP	X				
		<ul style="list-style-type: none"> <li>Develop annual continuous improvement processes, which provide for input from key stakeholders.</li> </ul>	RP	X	X			
		<ul style="list-style-type: none"> <li>Develop academic program and service quality standards, key measures and a process to benchmark and monitor achievement.</li> </ul>	CMC/RP	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Establish a quality management-training program that addresses quality improvement and customer service strategies college-wide.</li> </ul>	RP/HRS/ Dean SS	X				
		<ul style="list-style-type: none"> <li>Develop and implement customer satisfaction programs throughout the College.</li> </ul>	RP/CMC	X	X			

OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
			2000-01	2001-02	2002-03	2003-04	2004-05
	<ul style="list-style-type: none"> <li>Provide independent operational assessments.</li> </ul>	RP	X	X	X	X	X
1.5 Enhance library and media services to increase program delivery support and student learning.	<ul style="list-style-type: none"> <li>Develop a quality collection of information in all formats and, in an appropriate balance to meet the needs of faculty and students.</li> </ul>	Dir. CLR	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Increase College access to information resources through networks, internet and cooperative arrangements.</li> </ul>	Dir. CLR	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Develop an open access Learning Commons that includes a range of multi-media hardware and software.</li> </ul>	Dir. CLR				X	X
	<ul style="list-style-type: none"> <li>Provide audio/visual technology needs for all instructional areas.</li> </ul>	Dir. CLR	X				
	<ul style="list-style-type: none"> <li>Improve and expand the provision of library services.</li> </ul>	Dir. CLR	X				
1.6 Streamline programs and service delivery.	<ul style="list-style-type: none"> <li>Review the 1998 Cini-Little consultant's report on the food services operation with the College Hospitality Department to establish an implementation strategy that achieves cross purpose.</li> </ul>	VP, Admin & Dean, B&AA.	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Conduct a series of workshops and information sessions for staff on the programs and services available through the various departments within Administrative Affairs.</li> </ul>	VP, Admin	X				
	<ul style="list-style-type: none"> <li>Conduct surveys and focus group sessions to determine effectiveness of services provided.</li> </ul>	VP, Admin	X				
1.7 Develop capability to undertake applied research on a cost-recovery basis.	<ul style="list-style-type: none"> <li>Seek eligibility status for the College for the Canadian Foundation of Innovation.</li> </ul>	VP Academic	X				

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>• Include applied research projects as part of academic programs where appropriate.</li> <li>• Develop research protocols.</li> <li>• Pilot applied research in the form of a Centre for Applied Research in sustainable infrastructure.</li> </ul>	VP Academic  VP Academic VP Academic	X  X X	X  X	X  X	X  X	X  X
	1.8 Enhance the College facilities to support friendly and efficient customer service.	<ul style="list-style-type: none"> <li>• Relocate all admissions and student support services for student convenience and accessibility.</li> <li>• Pursue the development of a College Centre that includes the development of the front entrance and accommodation for a Student Administrative Services Centre, the Library Learning Centre, a Student Association Centre, cafeterias and other student-focused services.</li> <li>• Review all direct client service areas of the College with a view to renovating these areas to make them more customer friendly and service efficient.</li> </ul>	VP, Admin. & Dean, SS  VP, Admin & Dean, SS, Students Assoc. & LPS  VP, Admin	X  X X	X  X X	X  X X	X  X X	X  X X
	1.9 Develop and implement new means to adapt programs to the growing global marketplace.	<ul style="list-style-type: none"> <li>• Develop a strategy to grant applied degrees.</li> <li>• Designate and develop a program area for applied degree status.</li> <li>• Review all programs for the appropriateness of applied degree status.</li> <li>• Prepare a plan for continuing research and development for new educational programs and products.</li> </ul>	VP Academic  VP Academic VP Academic  VP Academic	X  X X  	  X X	  X X	  X X	  X X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Develop new educational programs and products in areas of emerging high technology on a priority basis.</li> <li>Develop strategies to ensure all new programs include recognition of a global economy and the workplace as pluralistic and diverse.</li> </ul>	VP Academic  Dean, AEID		X	X	X	X
<b>2.0</b>	<b>INCREASE STUDENT SUCCESS.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>Graduate employment is high.</li> <li>Level of enrolments, retention, persistence and graduation are high.</li> </ul>							
	2.1 Develop and implement pre-enrolment activities.	<ul style="list-style-type: none"> <li>Review and enhance the array of opportunities for students to access information regarding the College and its programs including on-line and print materials, career exploration workshops and seminars, and other orientation activities.</li> <li>Develop an improved "first point of contact" information service, including a call centre service, if feasible, and an inquiry follow-up system.</li> <li>Develop an educational advising process to help students make appropriate program choices.</li> <li>Review occupational assessment tools designed to assist students in matching their skills/attributes to programs of study and enhance the College's current approach to occupational assessment.</li> </ul>	Dean, SS  Dean, SS  Dean, SS	X  X  X	X  X  X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
	2.2 Implement a corporate system that is client focused and provides necessary student information from the point of student inquiry through to alumni status.	<ul style="list-style-type: none"> <li>Conduct an audit of student information processes and systems with a view to develop further the Student Information System to include inquiry, contact management, application, acceptance, registration, student progression analysis, credit audit, graduate data, and alumni data to support the College in managing student success.</li> <li>Continued development of the SIS to include an e-commerce, web-enabled student services such as admissions, registration, advising, financial aid, billing, payment, access to records and job placement.</li> </ul>	<p>Dean, SS &amp; Dir. CS</p> <p>Dean, SS &amp; Dir. CS</p>		X	X		
	2.3 Develop a program-based approach to increase student retention and success.	<ul style="list-style-type: none"> <li>Develop longitudinal statistical reporting on student retention, persistence and attrition for each program.</li> <li>Involve faculty, staff, students and program advisory committees in the development of student success strategies at the program level.</li> <li>Measure and report on student success on an annual basis.</li> <li>Establish an annual program of activities to celebrate diversity.</li> <li>Establish and implement an array of communication methods for the value of inclusion and diversity.</li> <li>Measure and report on the progress of the diversity initiative.</li> </ul>	<p>VP Academic VP, TE</p> <p>VP Academic VP, TE</p> <p>VP Academic VP, TE</p> <p>Dean, AEID</p> <p>Dean, AEID</p> <p>Dean, AEID</p>	X	X			
				X	X			
				X	X	X	X	X
				X	X	X	X	X
				X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES					
				2000-01	2001-02	2002-03	2003-04	2004-05	
	2.4 Establish a comprehensive career counseling and job placement service at the College.	<ul style="list-style-type: none"> <li>Develop and implement a plan to enhance placement services of the College.</li> <li>Develop and implement a career counseling service.</li> </ul>	Dean, SS  Dean, SS	X  	X  X	X  X			X
<b>3.0</b>	<b>INCREASE PROGRAM OFFERINGS AND ENSURE THAT PROGRAMS AND THE MIX OF PROGRAMMING RESPONDS TO THE DIVERSE AND CHANGING NEEDS OF MANITOBANS AND THE WORKPLACE.</b>								
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>The number of programs and number of students grow at Red River College.</li> <li>Applicants and students are satisfied with the range of programs available.</li> <li>Employers are satisfied that program offerings meet the needs of the workplace.</li> <li>Graduates experience success.</li> </ul>								
	3.1 Develop and deliver new programs to meet emerging labour market demand as outlined in the Growth Strategy.	<ul style="list-style-type: none"> <li>Develop and implement methodologies to capture, document and transmit critical economic, technological and market trends.</li> <li>Acquire labour market information and analyze on a regular and ongoing basis.</li> <li>Develop programming for delivery in multiple modes and in the profit, cost-recovery and subsidized formats.</li> <li>Develop collaborative programs with colleges, universities and other partners, both locally and internationally.</li> <li>Include strategies for using technology in the delivery of new programs.</li> <li>Develop accelerated and advanced program models to meet the needs of students with post-secondary or equivalent backgrounds.</li> </ul>	Dir. RP  Deans/ARP  SAC  VP Academic & VP, TE  Dir. CLR  VP Academic & VP, TE	X  X  X  X	X  X  X  X			X  X  X  X	X  X  X  X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Assess the facilities and resources of the College to determine program capacity.</li> <li>Monitor implementation of the Growth Strategy.</li> </ul>	VP, Admin.  President	X  X	X  X	X  X	X  X	X  X
	3.2 Increase, reduce or eliminate career programs and apprenticeship to meet labour force requirements.	<ul style="list-style-type: none"> <li>Strategically review career programming requirements on an annual basis as part of the budget exercise.</li> <li>Increase capacity in selected programs to meet labour market demands and reduce wait lists.</li> <li>Develop models of delivery to increase the participation of Aboriginal peoples.</li> <li>Reduce capacity in selected programs where long term labour market need is waning and move resources to higher priority programming.</li> </ul>	SAC  SAC  SAC / Dean AEID  SAC	X  X  X  X	X  X  X  X	X  X  X  X	X  X  X  X	X  X  X  X
	3.3 Develop and implement a comprehensive distributed learning framework.	<ul style="list-style-type: none"> <li>Develop an overall vision and strategy for distributed learning and on-line learning.</li> <li>Establish strategies to advance the introduction and integration of educational technologies and the development of coursewares.</li> <li>Prepare a distance education distributed learning vision and framework for implementation.</li> <li>Review program areas for on-line delivery as a complement to classroom, site-based delivery.</li> </ul>	VP Academic and TE  VP, Academic  VP TE  Deans and Chairs	X   X  X	X  X  X  X	  X  X	   X  X	   X  X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
4.0	PROVIDE OPTIMAL ACCESSIBILITY TO PROGRAMS AND SERVICES.							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>The diversity of the student population is reflective of the community that Red River College serves.</li> <li>Students can access their program of first choice.</li> <li>Students are satisfied with access to support services.</li> <li>The community is satisfied that Red River College is a barrier-free educational institution.</li> </ul>							
4.1	Develop a strategy to address cross-cultural access issues within the College.	<ul style="list-style-type: none"> <li>Establish strategies to ensure an inclusive (reference 1.2) curriculum.</li> <li>Increase/develop/maintain partnerships with organizations representing Aboriginal groups, multicultural groups and people with disabilities.</li> <li>Develop training and professional development for all college staff in diversity and inclusiveness.</li> </ul>	SAC/Dean, AEID  VP, Academic VP, TE Dean, AEID  Dean, AEID	X	X	X	X	X
4.2	Ensure barrier-free access to academic programs.	<ul style="list-style-type: none"> <li>Identify the causes of applicant rejection within the academic screening process and offer ongoing developmental and remedial programming to assist applicants in meeting entrance requirements.</li> <li>Assess program admission requirements to ensure inappropriate barriers are removed.</li> <li>Develop strategies, e.g., bridging courses to reduce academic barriers to college admission.</li> <li>Develop a five-year plan for the expansion of the number of programs for which PLA can be applied.</li> </ul>	VP, Academic VP, TE  VP, Academic & Dean, SS  SAC  VP Academic	X	X	X	X	X
4.3	Ensure that College facilities accommodate and ease access to programs and services.	<ul style="list-style-type: none"> <li>Reference 1.7</li> <li>Reference 7.5</li> </ul>	VP, Admin.	X	X	X	X	X



	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
	4.4 Expand delivery to Manitobans who are unable to attend full-time programming and/or the main campus in Winnipeg.	<ul style="list-style-type: none"> <li>• Increase programming options, delivery formats and enrolments through alternative delivery strategies.</li> <li>• Expand the use of technology to increase access to college programs and services.</li> <li>• Increase community based delivery in Aboriginal and multicultural communities.</li> <li>• Investigate registration and tuition fee assessment by course instead of by program to increase access to college programs and promote flexibility.</li> </ul>	<p>SAC</p> <p>VP Academic VP, TE, Dean SS Dean, AEID</p> <p>VP Academic, VP TE, &amp; Dean SS</p>	X	X	X		
				X	X	X	X	X
				X	X	X	X	X
				X	X			
5.0	<b>RECOGNIZE, STRENGTHEN AND REWARD THE CAPABILITIES AND CONTRIBUTIONS OF EMPLOYEES, AND SUPPORT A RESPECTFUL WORKPLACE.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>• <i>Organizational health and wellness measures are high and consistently improve.</i></li> <li>• <i>Clients express high levels of satisfaction on surveys.</i></li> <li>• <i>Faculty and staff turnover is low.</i></li> </ul>							
	5.1 Re-engineer the Human Resources Department to become a comprehensive employee and corporate service department.	<ul style="list-style-type: none"> <li>• Develop and implement a Human Resource Planning model including succession planning to provide both a corporate and program planning capability with respect to future human resource requirements.</li> <li>• Review recruitment policies and practices and revise as appropriate to ensure a strong workforce.</li> <li>• Develop and implement a comprehensive employee development program and establish appropriate funding to support it.</li> <li>• Review employee benefit programs.</li> </ul>	<p>Dir. HRS</p> <p>Dir. HRS</p> <p>Dir. HRS</p> <p>Dir. HRS</p>		X			
				X	X			
				X	X	X	X	X
				X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>• Increase diversity of College faculty and staff incorporating employment equity practices.</li> <li>• Establish comprehensive human resource policies and procedures.</li> </ul>	Dir. HRS  Dir. HRS	X  X	X  X	X  X	X  X	X  X
	5.2 Develop the capabilities of the new Human Resource Management Information (HRMI) system to support human resource planning and management.	<ul style="list-style-type: none"> <li>• Implement phase two of implementation of the new HRMI system and commence conversion to on-line access for a number of areas of the College.</li> <li>• Expand utilization of the new HRMI system to provide timely quality management information and administrative services.</li> </ul>	Dir. HRS  Dir. HRS	X  X	X  X	X  X	X  X	X  X
	5.3 Improve the College's labour/management climate.	<ul style="list-style-type: none"> <li>• Develop a strategy to improve the collective bargaining process.</li> <li>• Provide managers with training in managing under a collective agreement.</li> </ul>	Pres. & Dir. HRS Dir. HRS	X  X	X  X	X  X	X  X	X  X
	5.4 Support a respectful and stimulating College environment.	<ul style="list-style-type: none"> <li>• Develop and implement an effective Performance Management and Appraisal System to include current job descriptions, regular and meaningful performance evaluations, and appropriate methods of recognizing and rewarding employee contributions to excellence.</li> <li>• Develop policies and procedures to support the management of individual illness and injury claims in consideration of the intent of the Workers' Compensation Act, Employees Assistance Program, Long Term Disability and Modified Return to Work Policy.</li> </ul>	Dir. HRS  Dir. HRS	X  X	X  X	X  X	X  X	X  X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Review current wellness activities with the intent of developing an integrated plan for the delivery of wellness services.</li> <li>Research the College's organizational health and effectiveness, and respond with positive action to build and strengthen the College environment.</li> </ul>	Dir. HRS & Dean, SS  Dir. RP/Dir. HRS	X	X	X		
<b>6.0</b>	<b>INTEGRATE INFORMATION TECHNOLOGY IN THE DELIVERY, OPERATION AND MANAGEMENT OF ALL COLLEGE PROGRAMS AND SERVICES.</b>							
	<b>Key Measures:</b> <ul style="list-style-type: none"> <li>Students, graduates, and employers express satisfaction with the degree of technology training incorporated within the academic programs.</li> <li>Stakeholders express satisfaction with the degree to which technology is integrated within the administrative operations of the College.</li> <li>Stakeholders express satisfaction with the ability to access necessary information and communication tools.</li> </ul>							
	6.1 Increase the extent to which technology is incorporated within the academic delivery process.	<ul style="list-style-type: none"> <li>Expand the Teaching Learning Technology Centre with appropriate staffing, hardware and software to assist faculty in exploring and developing alternative means for delivering instruction and enhancing educational experiences using information technology.</li> <li>Implement a team-based approach to the development of course/portions of courses in alternate delivery formats.</li> <li>Deliver training to faculty in the use and application of information technology.</li> <li>Establish a mechanism to support employee access to or acquisition of hardware and software.</li> </ul>	Dir. CLR  Dir. CLR  Dir. CLR  Dir. CLR	X				
				X	X	X	X	X
				X	X	X	X	X
				X				

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
	6.2 Establish a primary, reliable College communication system.	<ul style="list-style-type: none"> <li>The College will move to electronic communication as its primary method of internal information dissemination.</li> </ul>	Dir. CS	X	X	X	X	X
	6.3 Optimize the use of technology to improve administrative operations of the College.	<ul style="list-style-type: none"> <li>Implement a corporate information system.</li> <li>Conduct a gap analysis of existing corporate systems with the current and future needs of the College.</li> <li>Purchase or develop the required software, hardware, training and installation for the new corporate system.</li> <li>Provide readily available technical and program support to meet staff and students needs.</li> </ul>	Dir. CS Dir. CS Dir. CS Dir. CS	X X X X	X  X X	X  X X	X   X	   X
	6.4 Implement a plan to fund technology replacement /addition.	<ul style="list-style-type: none"> <li>Develop a plan to add/replace/upgrade technology.</li> <li>Instructors, students and corporate computer users will have access to adequate computing power convenient to their needs.</li> </ul>	Dir. CS Dir. CS	X X	 X	 X	 X	 X
	6.5 Annually review information technology.	<ul style="list-style-type: none"> <li>Develop and implement a plan to annually review information technology.</li> <li>Establish performance indicators.</li> <li>Compare performance indicators with other institutions.</li> </ul>	Dir. CS Dir. RP Dir. CS/RP	X X X	   	   	   	   

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
7.0	<b>PROVIDE A SAFE AND WELL-MAINTAINED ENVIRONMENT FOR WORKING AND LEARNING.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>• Staff and students are satisfied that the workplace environment is safe and physically well maintained.</li> <li>• Results of facility audits indicate progress in facility renewal.</li> <li>• Workplace health, safety, and security audits indicate favorable results.</li> </ul>							
7.1	Develop a multi-year facilities development plan that enables continual adaptation, renewal and expansion of College facilities.	<ul style="list-style-type: none"> <li>• Finalize College Centre Study.</li> <li>• Confirm implementation of Millennium project.</li> <li>• Conduct a facility utilization study.</li> <li>• Annually review the operational state of major facilities and equipment.</li> <li>• Develop a multi-year plan that addresses the deferred maintenance problem and ensures annual investment on the renewal of physical infrastructure, including equipment renewal.</li> <li>• Develop a cost-effective preventative maintenance program for equipment. Establish a function to collect and input data.</li> <li>• Develop a budget to maintain and replace equipment.</li> <li>• Pursue additional funding for annual maintenance renewal.</li> <li>• Establish a 10-year plan to replace, acquire and dispose of classroom and other common area furniture.</li> <li>• Confirm the implementation of a new downtown campus.</li> </ul>	VP, Admin. VP, Admin. VP, Admin. VP, Admin. VP, Admin. VP, Admin. VP, Admin. VP, Admin.	X X X X X X X X	  X X   X X  	   X      	     X X   	        

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES					
				2000-01	2001-02	2002-03	2003-04	2004-05	
7.2	Develop a partnership between RRC, MGS, and COPSE to address facility maintenance issues of the College.	<ul style="list-style-type: none"> <li>Finalize lease with MGS.</li> <li>Develop strategies for additional funding.</li> <li>Initiate an Energy Management program in which energy savings can be invested in building system upgrades.</li> </ul>	VP, Admin. VP, Admin. VP, Admin.	X X X					
7.3	Develop facilities to provide barrier free access to the physically challenged.	<ul style="list-style-type: none"> <li>Environmental Health and Safety, Facilities and the Educational Support Centre will work in collaboration to identify a comprehensive list of barrier free access requirements.</li> <li>Develop a process to ensure that barrier free access requirements are addressed in all renovation projects.</li> </ul>	VP, Admin.  VP, Admin.	X  X	X  X				
7.4	Make Workplace Safety and Health issues a priority in facility development and maintenance.	<ul style="list-style-type: none"> <li>Conduct a campus wide security audit and develop a multi-year plan to address recommendations.</li> <li>Conduct regular safety audits and thorough accident investigations.</li> <li>Place a high priority on health and safety projects for Miscellaneous Minor funding.</li> <li>Develop a multi-year plan to enhance the College's performance with respect to ergonomic issues.</li> <li>Develop a process to ensure compliance with Workplace Safety and Health regulation for all renovation projects coordinated between RRC, MGS and private contractors.</li> </ul>	VP, Admin. VP, Admin. VP, Admin. VP, Admin. VP, Admin.	X X X X X	X X X X X	X X X X X	X X X X X	X X X X X	

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
8.0	CONTINUE THE COLLEGE'S PARTICIPATION IN GLOBAL EDUCATION.							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>The numbers of international students increase.</li> <li>The number of international staff and student exchanges increase.</li> <li>The number of Red River College programs and services exported to the international market increase.</li> </ul>							
8.1	Develop a global orientation within Red River programs and services.	<ul style="list-style-type: none"> <li>Provide for international student and staff exchanges.</li> <li>Develop international work placements for students.</li> <li>Ensure that curricula are relevant to the realities of a global marketplace.</li> <li>Work with Culture, Heritage and Citizenship to recognize foreign credentials.</li> </ul>	VP, TE VP, TE SAC Dean, SS	X X X	X X			
8.2	Enhance global access to college programs.	<ul style="list-style-type: none"> <li>Deliver joint venture training initiatives in selected international markets.</li> <li>Develop internet delivery capability for college programs.</li> <li>Explore visa access strategies with relevant posts abroad.</li> </ul>	VP, TE VP, TE VP, TE	X X X	X X	X X	X X	X X
8.3	Increase the participation of international students at Red River College.	<ul style="list-style-type: none"> <li>Diversify the international student recruitment strategy to include a mix of print advertising, participation in education fairs, the use of agents and collaborative promotional ventures with other institutions and organizations.</li> <li>Enhance and expand upon existing promotional materials to include non-print materials (video, internet, etc.).</li> </ul>	VP, TE VP, TE Dir., M&PR	X X	X			
8.4	Develop Red River's training capacity for export.	<ul style="list-style-type: none"> <li>Increase the number of custom-designed training programs/products offered to international clients.</li> </ul>	VP, TE	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Prepare funding submissions for consideration by a number of Overseas Development Agencies (e.g., Asia Development Bank, World Bank, etc.).</li> <li>Identify and undertake the steps necessary for Red River to become "export ready".</li> <li>Integrate product promotion and marketing strategies for ATCI, international student recruitment, and project work.</li> </ul>	VP, TE  VP, TE  VP, TE	X  X  X	X  X  X	X  X  X	X  X  X	X  X  X
<b>9.0</b>	<b>STRENGTHEN COLLABORATION AND PARTNERSHIPS.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>There are increasing numbers of program accreditation agreements, institution transfer agreements and partnership agreements.</li> <li>The cooperative education model or the work experience model is incorporated into an increasing number of programs.</li> <li>Individual agencies and corporations work with and support the College.</li> <li>Business &amp; industry partners provide equipment, facilities and/or technology to RRC.</li> </ul>							
	9.1 Articulate college programs with high schools, universities and other colleges.	<ul style="list-style-type: none"> <li>Articulate all diploma programs with a university degree program where appropriate.</li> <li>Develop articulation agreements with all school divisions in the College catchment area.</li> <li>Work with COPSE to develop a Manitoba Post-Secondary credit transfer system.</li> <li>Work with the ACCC to develop a national system of credit transfer.</li> </ul>	VP Academic  VP Academic  VP Academic  VP Academic				X  X  X  X	
	9.2 Develop joint degree programs to meet the needs of business, industry and the community.	<ul style="list-style-type: none"> <li>Develop articulation agreements leading to applied degrees for allied health technologies, applied sciences, cultural industries, technology and business.</li> </ul>	VP Academic	X	X	X	X	X



	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
9.3	Build partnerships with corporate and government consumers of education.	<ul style="list-style-type: none"> <li>Identify "key accounts", assign a key account manager, and develop appropriate internal and external processes to serve them.</li> </ul>	VP, TE & VP Academic	X	X			
		<ul style="list-style-type: none"> <li>Identify major corporate clients, determine their training needs, and prepare proposals for partnerships.</li> </ul>	VP, TE	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Become preferred training supplier to major corporate clients.</li> </ul>	VP, TE	X	X	X	X	X
9.4	Build partnerships with the Students' Association.	<ul style="list-style-type: none"> <li>Review current partnership agreements and develop formal partnerships with the Students' Association covering the business relationships in key areas such as: in the collection of student activity fees, provision of services through the Information Centre, delivery of Junior College, provision of student copying services, provision of vending services, peer tutoring, etc.</li> </ul>	Dean, SS & VP, Admin.	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Work with the Students' Association on improving services to students through the revision of existing policies and the development of new policies in such areas as: Grade Appeal; Use of Alcohol; Violence in the Workplace, etc.</li> </ul>	Dean, SS & VP, Admin.	X	X	X	X	X
9.5	Partner with the community to address college requirements for equipment, facilities and technology.	<ul style="list-style-type: none"> <li>Implement co-operative education delivery to access equipment in industrial plants and factories.</li> </ul>	Deans	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Pursue opportunities to deliver printing services at a profit with other publicly funded organizations that could benefit from the Docutech digital printing technology.</li> </ul>	VP, Admin.	X	X	X	X	X
		<ul style="list-style-type: none"> <li>Liaise with the University of Manitoba and the University of Winnipeg to explore the potential of forming a purchasing alliance.</li> </ul>	VP, Admin.	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
	9.6 Build partnerships with Aboriginal governments, agencies and educational institutions.	<ul style="list-style-type: none"> <li>Establish relationships with First Nations, Metis, Inuit and Urban Aboriginal governments.</li> <li>Cooperate with established and developing educational bodies and agencies.</li> </ul>	VP Academic, & TE / SAC  VP Academic, & TE / SAC	X  X	X  X	X  X	X  X	X  X
<b>10.0</b>	<b>EMPLOY COLLEGE RESOURCES EFFECTIVELY AND EFFICIENTLY AND ACHIEVE FINANCIAL STRENGTH AND STABILITY.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>College revenue, including fundraising, meets or exceeds targets.</li> <li>Distribution of revenue is appropriate among key participants including students, College strategic business units, the Province, businesses and the general community.</li> <li>College operates within budget.</li> <li>Operational goals/objectives have been achieved or advanced.</li> <li>Program and service costs are comparable with like institutions.</li> <li>Public perceives the College as an effective, efficient and accountable institution.</li> <li>Managers have appropriate information for decision making.</li> </ul>							
	10.1 Expand revenue base.	<p><u>Government grants:</u></p> <ul style="list-style-type: none"> <li>Develop communications strategies for working effectively with COPSE &amp; obtaining government recognition of College future needs.</li> <li>Lobby for multi-year funding from government.</li> </ul> <p><u>Tuition:</u></p> <ul style="list-style-type: none"> <li>Work with Board of Governors and COPSE to develop an appropriate tuition strategy.</li> </ul>	Dir. M&PR          CFO	X          X	X          X	X          X	X          X	X          X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<u>Apprenticeship:</u> <ul style="list-style-type: none"> <li>• Work with Apprenticeship Branch to obtain administrative efficiencies in the current payment structure.</li> </ul> <u>Strategic Business Units:</u> <ul style="list-style-type: none"> <li>• See other parts of strategic plan for various actions (including strategy 10.2).</li> </ul> <u>Fundraising:</u> <ul style="list-style-type: none"> <li>• See Objective 11 for various actions.</li> </ul> <u>Other:</u> <ul style="list-style-type: none"> <li>• Explore opportunities for alternative revenues.</li> <li>• Develop more aggressive investment strategy for College funds.</li> </ul>	CFO & VP Academic  Various  CMC CFO	X	X	X	X	X
	10.2 Encourage sound business practices.	<ul style="list-style-type: none"> <li>• Develop in-house training sessions for managers (internal control, capital budget decisions) with training provided by the Financial Services Division.</li> <li>• Encourage entrepreneurial performance by exploring alternative remuneration models for individuals and other incentives for departments and units.</li> <li>• Investigate incorporation or alternate business forms for some entrepreneurial activities.</li> <li>• Promote changes to the Colleges Act that encourage entrepreneurial practices and support the development of alternative sources of revenue.</li> </ul>	CFO  CMC/HRS  CFO & VP Admin. CMC/BOG	X	X	X	X	X

OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
			2000-01	2001-02	2002-03	2003-04	2004-05
	<ul style="list-style-type: none"> <li>• Explore the use of the SBU model for other activities, e.g., Computer Services, Financial Services, Academic units.</li> <li>• Evaluate non-core business activities to see if they should continue to be operated in-house or whether alternate arrangements should be made.</li> <li>• Strengthen profile of Financial Services division as internal business advisors.</li> <li>• Maintain an appropriate level of operating reserve.</li> <li>• Investigate creation of reserves for specific purposes, e.g., major capital projects.</li> <li>• Reduce capital deficit re: SBU capital purchases.</li> <li>• Evaluate financial software to ensure it continues to meet the College's internal and external reporting needs.</li> <li>• Ensure current risk management procedures are employed to protect the College, the Board of Governors, employees, students and volunteers.</li> <li>• Enhance the scope of the Risk Control Committee to ensure college-wide risk assessment.</li> <li>• Develop risk and control policies.</li> <li>• Increase knowledge and awareness of risk, control and insurance protection.</li> </ul>	VP Admin. & CFO  CMC  CFO  CFO  CFO VP Admin.  CFO  CFO  VP Admin.  VP Admin.  VP Admin. VP Admin.	X	X	X	X	X
			X	X	X	X	X
			X	X	X	X	X
			X	X	X	X	X
			X				
			X	X	X	X	X
			X			X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES					
				2000-01	2001-02	2002-03	2003-04	2004-05	
	10.3 Allocate resources appropriately.	<ul style="list-style-type: none"> <li>Continue implementation of program and service costing model.</li> <li>Implement a multi-year budgeting process.</li> <li>Revise capital budget process to include business concepts such as ROI, etc.</li> <li>Develop a process for lease vs. buy decisions.</li> <li>Establish a benchmarking program.</li> <li>Continue to analyze purchasing patterns, volumes and trends throughout the College to determine current needs, available suppliers or possibilities of developing strategic alliances with our suppliers.</li> </ul>	CFO CFO CFO CFO RP VP Admin.	X  X  X X	 X X X  X	  X   X	     X	     X	     X
<b>11.0</b>	<b>ENHANCE THE IMAGE AND COMMITMENT OF THE COLLEGE AMONG STAFF, STUDENTS AND ALL STAKEHOLDERS IN THE EXTERNAL COMMUNITY.</b>								
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>Staff, students, and other stakeholders exhibit a high level of satisfaction with the College.</li> <li>Government(s) acknowledge the importance of the College in the post-secondary education system and its contribution to the economy of the province.</li> <li>College alumni database achieves targets for revenue and growth.</li> <li>Scholarship/bursary/endowment and other approved fundraising targets are achieved.</li> </ul>								
	11.1 Expand and improve internal and external communications.	<ul style="list-style-type: none"> <li>Establish a communications capacity in the Marketing and Public Relations Department.</li> <li>Introduce the College's new logo mark on the tower of Building C, and on all regional facilities operated by the College.</li> <li>Upgrade the College web site to reinforce the new visual identity of the College.</li> <li>Develop a specific means to communicate the College's strategic plan.</li> </ul>	Dir. M&PR VP, Admin Dir. CLR Dir. RP	X X X X	X  X  X	X  X  X	X  X  X	X    X	X    X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Implement a multi-media (television, print, radio, video, billboards, etc.) advertising and promotions program to reinforce the visual identity of the College and to support recruitment of both full-time and part-time students.</li> <li>Measure the level of awareness and satisfaction among target audiences.</li> <li>Maintain a clear and consistent visual identity in all documents, publications, electronic media, and signage.</li> </ul>	Dir. M&PR	X	X	X	X	X
			Dir. M&PR	X		X		X
			Dir. M&PR	X	X	X	X	X
	11.2 Develop and implement appropriate student recruitment strategies.	<ul style="list-style-type: none"> <li>Implement recruitment strategies aimed at addressing program needs and target groups such as filling identified excess capacity in specific College programs and increasing enrollment of sequential students.</li> <li>Develop and implement a targeted communications plan for recruitment.</li> </ul>	Dean, SS & Dir. M&PR	X	X	X	X	X
			Dir. M&PR	X	X	X	X	X
	11.3 Support an environment of enthusiasm and participation within the College community.	<ul style="list-style-type: none"> <li>In consultation with staff, establish a model to support Staff RR Us activities.</li> <li>Introduce a program of "awards for excellence" and encourage application and nominations for outstanding achievement awards.</li> <li>Develop, implement and support annual program of special events in cooperation and coordination with the Student's Association and volunteer staff organization.</li> <li>Develop strategies to support RRC participation in the philanthropic community.</li> </ul>	Dir. M&PR & CMC	X				
			Dir. M&PR	X				
			Dir. M&PR	X	X	X	X	X
			Dir. M&PR / Dir. Dev.	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Identify and coordinate entry of college "teams" in community special events (e.g. Dragon boat races).</li> </ul>	Dir. M&PR	X	X	X	X	X
	11.4 Develop a strong alumni association for the College.	<ul style="list-style-type: none"> <li>Develop a comprehensive alumni database and implement a strategy for revenue generation to "offset" the cost of providing alumni services.</li> <li>Re-establish an alumni journal.</li> <li>Support and encourage the development of program-specific alumni chapters in the College.</li> <li>Establish a program of special events and activities for alumni of the college and for retired staff through the RRC Heritage Group.</li> </ul>	Dir. M&PR	X	X	X	X	X
			Dir. M&PR		X	X	X	X
			Dir. M&PR	X	X	X	X	X
			Dir. M&PR	X	X	X	X	X
	11.5 Increase success in College fundraising activities.	<ul style="list-style-type: none"> <li>Develop a coordinated approach to fundraising for the College both internally and in the external community.</li> <li>Complete the Building A capital campaign.</li> <li>Develop a strategy to support the comprehensive fundraising capacity of the College.</li> <li>Establish a foundation in accordance with the Board of Governors directive.</li> </ul>	Dir. Dev.		X	X	X	X
			Dir. Dev.	X				
			Dir. Dev.	X	X	X	X	X
			Dir. Dev.	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
12.0	<b>TRANSFORM INTO A LEARNING CENTRED, INNOVATIVE, AND TECHNOLOGICALLY ADVANCING COLLEGE.</b>							
	<b>Key Measures:</b> <ul style="list-style-type: none"> <li>Public and other colleges perceive RRC as a leader in post-secondary education.</li> <li>Community awareness of, respect for and satisfaction with the College is high.</li> <li>There is increased efficiency and effectiveness in accessing knowledge.</li> <li>There are high levels of job satisfaction for staff.</li> <li>Faculty and staff are able to document and share knowledge to facilitate problem solving.</li> <li>There is an increased performance by learners on external measures of excellence.</li> </ul>							
	12.1 Make Red River a learning centred college.	<ul style="list-style-type: none"> <li>Develop strategies that reward a culture of innovation and position the College as a learning based post-secondary institution.</li> <li>Establish strategies to ensure Board and staff commitment to and involvement in the transformation process.</li> <li>Integrate the vision of a learning college into the strategic planning process.</li> <li>Develop and support faculty and staff innovation initiatives that stress creativity, excellence and risk taking.</li> <li>Examine the appropriateness of the current organizational structure.</li> <li>Develop and celebrate successes in moving to a learning culture in a variety of media.</li> </ul>	CMC  CMC  Dir. RP  CMC / Dir. HR  CMC  Dir. M&PR	X	X	X	X	X
	12.2 Develop a knowledge management system.	<ul style="list-style-type: none"> <li>Conduct a knowledge management inventory and assessment.</li> <li>Develop a knowledge management agenda for the College, identifying people, processes, artifacts and technologies.</li> </ul>	Dir. RP  Dir. RP	X				
					X	X	X	



	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2000-01	2001-02	2002-03	2003-04	2004-05
		<ul style="list-style-type: none"> <li>Identify and conduct a pilot knowledge management project in a selected KM area, such as new educational and training program and product development.</li> </ul>	Dir. RP		X			
	12.3 Integrate strategic thinking into the fabric of the College.	<ul style="list-style-type: none"> <li>Design and implement a comprehensive strategic planning process.</li> <li>Conduct a values review.</li> <li>Communicate the process and content of the Strategic Plan.</li> <li>Incorporate web-based techniques into the strategic planning process and communications.</li> </ul>	Dir. RP	X	X	X	X	X
			Dir. RP	X		X		X
			Dir. RP / Dir. M&PR	X	X	X	X	X
			Dir. RP		X			
	12.4 Transform the image of the College.	<ul style="list-style-type: none"> <li>Define and evolve RRC's brand as a learning college and as a contributor to Manitoba's economic prosperity through an integrated marketing strategy.</li> <li>Establish rapport with outside stakeholders in lobbying on behalf of the College for recognition.</li> </ul>	Dir. M&PR	X	X	X		
			CMC	X	X	X	X	X
	12.5 Nurture an innovative and technology literate learning and work environment.	<ul style="list-style-type: none"> <li>Develop a strategy to achieve increased funding for the advancement of technology in all aspects of the College.</li> <li>Establish a program to encourage and reward faculty and staff in advancing their knowledge of technology, developing new adaptations of technology and integrating technology into their teaching and working systems.</li> </ul>	CMC	X				
			CMC	X	X			

**Red River College  
Strategic Plan 2000-05  
Review Process 1999 - Milestones**

<b>October</b>	<b>November</b>	<b>December</b>
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**Key stakeholders**

and action item

<b>Board of Governors</b> Vision renewal Revised Plan and Status Update	▼ Oct. 27		▼ Dec. 15
<b>CMC</b> Process & Environmental Scan SWOT Analysis Initiatives & Priorities Revised Plan	▼ Oct. 19	▼ Nov. 02	▼ Nov. 16 ▼ Nov. 29
<b>All Dept./work units</b> Begin progress reports / status updates Complete to J. Goho	▼ Oct. 19	—————→	▼ Dec. 03
<b>Deans &amp; Chairs Committee</b> Strategic Planning discussion		▼ Nov. 18	
<b>College Staff</b> College Day Strategic Plan Workshop			▼ Nov. 30
<b>College Council</b> Strategic Plan discussion		▼ Nov. 09	
<b>Research &amp; Planning</b> prepare revised Plan			▼ → Dec. 08