



RED RIVER COLLEGE
OF APPLIED ARTS, SCIENCE AND TECHNOLOGY

Strategic Plan

RRC RRC RRC RRC

2001-2006

December 2000



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President's Message

Red River College's commitment to excellence is demonstrated each and every day through the delivery of outstanding programs and services to all Manitobans.

As we expand into the future, the Strategic Plan will be our guide, our source and our challenge. The vision and mission provide the foundation for our day-to-day decisions within the College either as a community or as an individual. The goals and objectives articulate the future focus of RRC. The strategies and actions provide direction and the measures allow us to see how well we are doing.

This plan is ambitious.

It is built on the strengths of our traditions and the creativity and commitment of the entire College community.

At one of the strategic planning sessions, a participant observed, "RRC is in a renaissance."

Yes, our future is bright and exciting. This plan charts our way into the future. Many of its elements are already underway. Some call for immediate action and others look to the years ahead.

All planning is about improving and Red River College's Plan outlines how improvement will take place.

We are entering a period of incredible opportunity for the College.

We are building a new campus in downtown Winnipeg, the College Expansion Initiative is allowing us to develop new programming and expand our delivery modes, the New Knowledge Based Economy requires more people with applied skills, and the College is leading the way in transforming college education and training. It is becoming a first choice for Manitobans.

Red River College has the confidence of the public and the government to deliver the critical education and training programs needed for prosperity in the New Economy.

The strategies are many, the timelines are short, the challenges are there, and the rewards will be immense for the College, our students and our community.

There has never been a more exciting time to be a part of Red River College.



Jacquie Thachuk
President

Context

Colleges and universities face an ever-changing environment. Faster and better planning intelligence is needed. Moreover, this has to be linked effectively to strategic decision-making.

Red River College recognizes the accelerating nature of change and the need to adapt and respond quickly. The College has adopted a strategic planning process to guide us into the future. Our process is a flexible and adaptive and declares the actions we will take to achieve our vision.

This is a rolling five-year Strategic Plan that is reviewed annually to ensure continuing relevancy. It is the fundamental basis for decision-making and sets the framework for all efforts at all levels of the institution.

Each year we:

- Identify and respond to the key trends that will have the greatest impact on us over the next five years;
- Revisit the vision, mission and goals;
- Articulate College-wide objectives and strategies to achieve the vision, mission, and commitment; and
- Facilitate divisional and departmental operational plans, actions, evaluation and accountability, consistent with this plan.

The Strategic Plan is dynamic and will continue to evolve. Through this process we strive to encourage strategic thinking at all levels in the College and link the plan to the real world. While the document is a valuable tool for all of us, the process is even more valuable.

2000 Process

The review process for 2000 is found in Appendix 1.

It consists of two major activities, an environmental scan and internal consultations.

A one-page summary of The Environmental Scan 2000 is contained in Appendix 2. A PowerPoint version is available at <http://www.rrc.mb.ca/researchplan/>. The Scan identified and analyzed external trends, affecting the College's future, in six categories:

- Public policy,
- Demography,
- The economy: including globalization and the new, knowledge-based economy,
- Technology,
- Education and training, and
- Customers

The Scan was used as the basis for a series of internal strategic planning sessions to verify the trends and to discuss the future. These included open consultation sessions for all members of the College community.

Major Trends

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

- Public policy focus by the Province of Manitoba on increasing college participation:
 - Implementing the College Expansion Initiative to provide support for expanded and new programming,
 - Approved new downtown Campus on Princess Street.
- Continuing cost pressures and revenue and funding challenges.
- Increasing demand for more learning opportunities and flexibility in accessing education and training.
- Increasing need for Information Technology (IT) literacy by all learners.
- Accelerating demand for e-commerce college transactions from learners.
- Convergence of service requirements for full-time and part-time learners.
- Challenge to maintain faculty currency in IT.
- Greater accountability required from post-secondary institutions from all sectors.
- Increasing demand for customized workforce training.
- Increasing recognition of synergy in business, government and labour partnerships.
- Increasing emphasis on seamless education.
- Increasing availability of e-learning opportunities for students.
- Increasing competition from a broad range of education providers.
- Rapid technological advances.
- Greater diversity and sophistication in learners who are served by the College. In Manitoba, there is a special emphasis on change and growth within the Aboriginal population.
- Globalization, with a current focus on North American integration.

SWOT Analysis

Strengths Summary:

- Our people, we have a dedicated, competent and committed faculty and staff.
- Recognized for success in preparing people for the new economy and promoting economic prosperity.
- Successful graduates with solid employment outcomes.
- Quality and progressive programs.
- Responsive programs to emerging needs of the community.
- Solid reputation with the community, government, business and industry.
- History of cooperation with Metis, First Nations, Inuit and the urban Aboriginal communities.
- Governance model facilitates innovative, responsive and creative operations.
- Highly motivated to serve the post-secondary education community and achieve our mission.
- Record of partnerships and articulations with other colleges and universities.
- Image as linked to the new economy and as a first choice for post-secondary education.
- Comprehensive programming.
- Affordable.

Weaknesses Summary:

- Lack of resources to support our vision and mission.
- Processes to attract, renew and reward staff.
- Physical facilities require renewal.
- Challenge to keep up-to-date with information and communication technologies and information systems.
- High demands and rapid growth are increasing the strain on our workforce.
- Organizational structure is stressed and requires growth and change.

Opportunities Summary:

- Province of Manitoba's College Expansion Initiative.
- Princess Street campus development through Manitoba Government funding of \$31.5 Million.
- Improved awareness of the importance of applied learning.
- New economy with its focus on life long learning and a more highly skilled workforce.
- Higher demand for applied education from international markets.
- Increased emphasis on applied degrees and applied research.
- Both the Manitoba government and Manitoba companies want skilled workers to stay and by providing high quality applied education the College can contribute.
- Steady economic growth in Manitoba will lead to expansion in the need for a skilled workforce.

Threats Summary:

- Ability to keep up with technology advancements.
 - Rising costs.
 - Challenges of modern, technology-mediated methods of education.
- Manitoba economic growth in comparison with some other provinces.
- Changing roles and the delineation of decision making for post-secondary education.
- Rapid growth in applied education and training and its impact on the College.
- Increasing competition for learning from every corner of the world.
- Ability to keep up with the required R&D.
- Staff burnout.

Evaluation and Measurement

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.

A companion document, **Progress in Achieving the Vision 2000** provides an overview of achievements in 2000.



Towards a Statement of Values

Advancing our vision and mission can only be fully accomplished through a clear statement of values.

Throughout the consultations there were recurring themes:

Learning.

We cherish learning and have clear and high standards for learning.

Respect.

We believe in the worth and dignity of every individual.

Excellence.

We strive for the highest standards of performance and quality in all of our programs, services and activities.

Inclusiveness.

We believe in fostering a diverse community and striving for greater inclusiveness as part of global society.

Accountability.

We are responsible for the resources entrusted to us and will be effective and efficient in providing value for our learners.

Integrity.

We maintain at all times the highest level of honesty, communication, cooperation and credibility in relationships and fulfilling our commitments.

Contribution to Community.

We serve the broader needs of the citizens of our community and strive to involve the community and contribute to the enhancement of the overall quality of life.

Vision

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

Vision Attributes:

- Red River College will be a premier comprehensive college and be recognized as a national and international leader in applied arts, science and technology.
- 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.

Mission Attributes:

- RRC serves the people of Manitoba as the most comprehensive college and the primary centre for applied education and training.
- RRC has as its defining characteristic and distinguishing mission:
 - Delivering certificate/diploma/applied degree education and training;
 - Conducting applied research and scholarship in applied arts, sciences, and technology;
 - Enhancing student success, and;
 - Driving economic prosperity through human resource development.
- RRC will build upon the cultures and traditions that have shaped our province and our nation in order to better prepare our students and Province for the global community and economy of the twenty-first century.
- RRC works in partnership with business and industry, government, labour, students and the community.
- RRC will work towards a global presence in order to ensure local success.
- RRC will collaborate with various levels of Government to realize the goals for post-secondary education in Manitoba.

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 Respectful 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 College environment.
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 the external community.
12. Enhance the learning-centred focus and innovative and technologically advancing aspect of the College.

Areas of Strategic Focus

The RRC Strategic Plan is comprehensive and addresses the wide range of programs and services in the College's portfolio. Within that range, the 2000 process has identified seven areas of strategic focus, as follows:

- **Princess Street Campus:** planning, designing and developing this new downtown Campus will be a key strategic activity for the College in the immediate term. This will be the largest component of the overall facility plan to be developed over the next few years.
- **College Expansion Initiative:** the Province of Manitoba has made expanding the College system a priority. RRC is the provincial flagship in this renewal of applied education and training. Over the next four years about forty expanded and new programs will be introduced. The implications of this expansion affect every facility and every activity of RRC. Programming is our core product, which is supported by a wide range of essential supports. The development of an overall Academic Growth Plan and the impact on facilities, supports, systems and structure is critical for success.
- **Learner-centred orientation – focus on students:** as a learning centred college, learners are number one. A strategic emphasis will be placed on student support services to increase student success.
- **Technology:** part of the solid reputation of RRC rests on its currency with technology. Now, there is a challenge to maintain an up-to-date information and communication technology infrastructure. This involves systems renewal and a strategy for e-learning, e-commerce and e-business initiatives.
- **Human capital:** it is essential that RRC recruit, retain, renew and reward appropriately the College's faculty and staff. The key resource for a learning organization is its people. Over the next few years of rapid growth and change staff will experience stress and challenge. RRC must be mindful of these impacts and provide the necessary resources and supports to manage the process of change.
- **Financial Stability:** the College is facing many cost pressures and revenue challenges. Expanding the range of revenue sources is important as is increasing the revenue from key current sources. There will also be an emphasis on expenditure efficiencies.
- **Organizational Structure:** the evolution of the College over this period of growth is dramatic and will require an adaptation of the current organizational structure. A key focus will be on establishing an organization that will allow the College to grow and meet the needs of learners.

	Sept 2000				Oct 2000					Nov 2000				Dec 2000				Notes
	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	
Academic Division																		
– 4 year Academic Program Plan																		
– Overall Academic Plan																		
– Public consultation																		
– Final Academic Plan																		
Board of Governors																		
– Environ. Scan & directions																		
– Progress Report & Revised Plan																		
College Management Committee																		
– Process & Environ. Scan																		
– SWOT analysis																		
– Revised plan																		
– Priorities																		
All Depts.																		
– Progress reports on achievements																		
College Council																		
– Strategic Plan discussion																		
Students' Association Executive																		
– Strategic Plan discussion																		
Consultation Forums																		
– Strategic Plan discussion (values)																		
– Strategic Plan discussion (web-based)																		
Research & Planning																		
– Coordinate process																		
– Environmental Scan																		
– Write progress report																		
– Write revised Strategic Plan																		

(Note: Timeframe arranged by weeks)

Environmental Scan 2000

Economic Trends

- New knowledge-based economy
- Globalization (North American integration)
- Continuing growth and prosperity
- Labour market shortages

Demographic trends

- Slow population growth
- Aging population
- Diverse, multi-cultural population
- Growing, younger Aboriginal population

Education and learners

- Changing learners: more demanding, more sophisticated
- Seamless education
- Life long learning and e-learning
- Employment outcomes

Technology

- High technology propels productivity and accelerates change
- ICT continuing impact
- New technologies: Chips / sensors, simulation technology, voice / image recognition, wireless technology, New media, Bio-technology

Public Policy (Provincial)

- C.E.I. \$12-15 million over the next four years
- New downtown campus on Princess Street
- More financial assistance
- Increasing apprenticeship

RRC

- Enrolment growth, revenue challenges
- Cost pressures, facility and equipment pressures
- Partnerships, Applied degrees, applied research
- Accountability