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## President's Message

*Red River College places learning first. In all that we do, we ask if the action improves and expands learning. The College is for learners.*

*This Strategic Plan is our framework for the future, for transforming the learning community.*

*The new vision and mission provide the foundation for our continuing actions within the College. The values express our principles, beliefs and standards for action. The goals and objectives articulate the future focus of RRC. The key areas of focus identify the priorities.*

*In a companion document, Red River College Operational Plan 2002-2007, strategies and actions provide specific directions and the performance measures allow us to see how well we are doing.*

*Many of the initiatives and directions are already underway. Some relate to immediate matters and others look to the years ahead.*

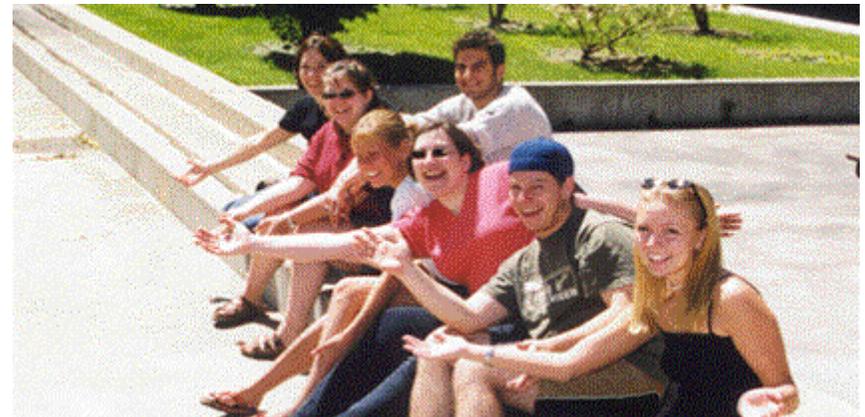
*We have an outstanding college. A college reflecting the strengths of our traditions and the creativity and commitment of our shared vision. We have a plan for the future of the College. It is an exciting future for all members of the learning community.*

*Red River College is transforming into a learning college that is even more focused on successful student and staff learning.*

*This plan provides a way to communicate who we are, what we believe and what we will accomplish. It is ambitious. It is achievable.*



Jacquie Thachuk  
President



## Context

Red River College has a rolling five-year Strategic Plan.

The Plan 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.

The College recognizes the accelerating nature of change and the need to adapt and respond quickly. The College has adopted a consultative and data-based strategic planning process to guide us into the future. Our process is inclusive, flexible and adaptive. It guides us in declaring the actions we will take to achieve our vision.

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.

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 planning process is even more valuable.

## 2001 Process

The review process for 2001 consists of two major activities, an environmental scan and internal consultations.

A PowerPoint version of the Scan is available at <http://www.rrc.mb.ca/researchplan/>. The Scan identified and analyzed internal and external trends affecting the College's future.

The internal review included:

- Enrolments,
- Program growth,
- Revenue trends and cost pressures,
- Student & graduate assessments and outcomes,
- Staff views, and
- Major College actions.

The external scan included:

- Public policy,
- Demography,
- The economy,
- Technology,
- Education and training, and
- Learners

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.
  - Developing the new downtown Campus on Princess Street.
  - Expanding apprenticeships.
- Increasing focus on learning and learner-centred outcomes.
- Increasing emphasis on innovation strategies through research, commercialization and patenting.
- 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.
- Continuing cost pressures and revenue and funding challenges.
- Increasing demand for more learning opportunities and flexibility in accessing education and training.
- Concerns for safety and security.
- Increasing need for Information and Communication Technology (ICT) literacy by all learners.
- Accelerating demand for e-commerce college transactions from learners.
- Continuing movement towards program and service availability on a 24/7 basis.
- Increasing requirements for professional growth opportunities for faculty and staff.
- Greater accountability required from post-secondary education institutions from all sectors.
- Increasing recognition of the value of partnerships among post-secondary education institutions and business, government, community agencies and labour.
- Increasing emphasis on seamless education through articulations to enhance the opportunities for learners.
- Increasing demand for and availability of e-learning opportunities for students.
- Increasing competition from a broad range of education providers.
- Rapid technological advances.
- Current economic uncertainty and slowdown.

## Opportunities and Challenges Analysis

### Opportunities

- 1) Learner centred focus
- 2) Province of Manitoba public policy focus on colleges
  - a) Understand, respond and leverage interest
  - b) Build on CEI to support long term financial health
  - c) Princess Street Campus
- 3) Recognition of the role of applied education in economic development
  - a) Federal government Innovation strategy
  - b) Province of Manitoba economic goals
  - c) Business demand for skilled workforce
  - d) Employment focused learners
- 4) Human capital (Strong internal expertise)
- 5) HR renewal
- 6) Critical skills shortage
  - a) Baby boom retirements
  - b) Role for colleges in many sectors
  - c) Colleges respond quickly – build on the capacity to change
- 7) Internationalism / North American Integration
  - a) Applied education essential resource for Canada and Manitoba in trade
- 8) Potential in key sectors
  - a) High tech, bio-tech, manufacturing, trades, health care, education
- 9) Cooperation with Metís, First Nations and Inuit communities and the urban Aboriginal communities
- 10) Partnerships
  - a) RRC has experience and connections
  - b) With industry, govt., other education institutions.
- 11) Build on positive image and reputation of RRC
  - a) Success in anticipating labour market needs
  - b) Focus on quality programs
- 12) Increasing role of technology
  - a) Manage 24/7 and e-commerce capability for learners
- 13) Growth in e-learning
  - a) Life-long learning, content in multiple modes
- 14) Applied research, commercialization of products

### Challenges

- 1) Financial stability
  - a) Significant cost pressures
  - b) Diversifying the revenue base
  - c) Keeping up with capital equipment
  - d) Keeping up with technology
  - e) Burden of under funding for facilities, equipment
  - f) Managing staff salaries and benefits
  - g) Facility maintenance
- 2) Managing growth effectively, maintaining organizational harmony, flexibility
- 3) Princess Street Campus outfitting costs
- 4) Notre Dame Campus backfill renovations
- 5) Effective use of college facilities
- 6) Technology, retaining currency for academic purposes and administrative needs
- 7) Developing human resources (faculty and staff)
  - a) Maintaining a healthy work environment
  - b) HR recruitment, retention
  - c) Succession planning
  - d) Providing rewarding staff development opportunities
  - e) Ensuring diversity
- 8) Values – maintaining and reinforcing with a changing workforce
  - a) Ensure inclusiveness in the staff composition
- 9) Safety and security
- 10) Engaging the Aboriginal population
  - a) Developing relevant and appropriate programming
- 11) Maintaining affordability
  - a) Tuition and other fees (laptops)
- 12) Encouraging innovation balanced with risk management
  - a) Programs / services / credentials
  - b) New delivery methods
  - c) Research and development
- 13) Accelerating change requires a closer monitoring of economic, social, public policy, learner & education trends
- 14) Maintaining relevancy / currency of programs
- 15) Ensuring appropriate student support services

## Evaluation and Measurement

Every year progress on the strategies and action statements in the Operational Plan 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 2001**, provides an overview of achievements in 2001.



## A Statement of Values

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

### **Learning.**

We cherish learning and have clear and high standards for learning for all members of the college community.

### **Respect.**

We believe in honouring the worth of others by demonstrating fairness, courtesy and compassion.

### **Inclusiveness.**

We believe in fostering a diverse community and striving for greater inclusiveness.

### **Integrity.**

We maintain at all times the highest level of honesty, communication, cooperation and credibility in relationships and fulfilling our commitments, including managing the resources entrusted to us.

### **Healthy environment.**

We believe in promoting creativity, wellness and flexibility through a safe and sustainable learning environment.

### **Contribution to Community.**

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

## **Vision**

*Red River College is a premier learning centred college, recognized in Manitoba and beyond as a leading centre of innovation and excellence.*

## **Mission**

*To build a prosperous and sustainable Manitoba through high quality applied education and research focused on advancing the economic, cultural and social progress of people.*

## Goals

### **Learning 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 safe, healthy workplace and a learning-centred 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 learner.
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 the external community.
12. Enhance the learning-centred focus, innovative and technologically advancing aspects of the College.

## Areas of Strategic Focus

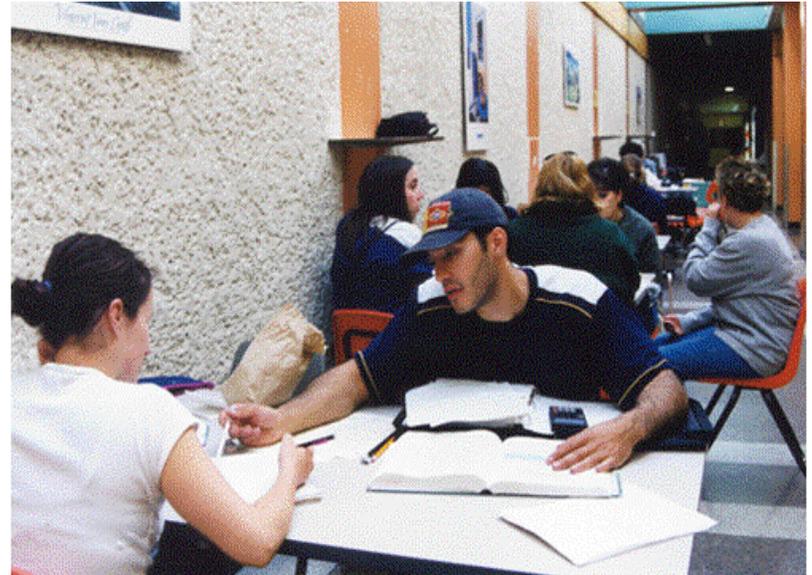
The RRC Strategic Plan addresses the wide range of programs and services in the College's portfolio. The Operational Plan details comprehensive strategies and actions. Within that range, the 2001 process has identified eight areas of strategic focus, as follows:

- **Learner and learning centred:** RRC places learners and learning first. (See Appendix A for Principles of a Learning College). A strategic emphasis will be placed on student support services to ensure student success.
- **People Strategy:** The strength and values of the College are embodied in the faculty and staff. The key resource for a learning organization is its people. It is essential that RRC attract, retain, renew and reward its people appropriately. Over the coming years of rapid growth and change staff will experience challenge and opportunity. The College will manage this change process with the interests of learners and staff uppermost. A proactive HR Policy Strategy will be an emphasis for development and implementation. Change management will be a component along with the maintenance of an inclusive, healthy and safe environment.
- **Partnership:** Strategic partnerships are critical for the successful delivery of quality programming in quality facilities with quality equipment linked to community needs and learner outcomes. There will be an emphasis on fostering strategic partnerships, including establishing and supporting fundraising capability. A key component is building on the RRC brand.
- **Financial Stability:** The College is facing significant cost pressures and revenue challenges. A long-term strategy is required for managing the College's financial future through balanced, sustainable revenue sources. This requires a multi-year approach to funding for consistency and predictability for RRC and learners. There will be an emphasis on exploring diversification in revenue sources, advocacy for funding and expenditure efficiencies.
- **Multi-campus planning and risk management:** Both the development of the Princess Street Campus and the integration of Stevenson Aviation have a significant, long-term effect on the scope of College operations. In the near future, the College will be renovating the Notre Dame Campus for new and expanded programming. In addition, the College has a dispersed physical infrastructure in the regions and elsewhere in Winnipeg. A virtual campus is also being planned. These include personnel, equipment, administrative and infrastructure commitments. A risk management perspective is essential to ensure the long term commitments are sustainable. An emphasis will be placed on planning and managing these developments, including the impact on supports, systems, staff, maintenance and structure.
- **College Expansion Initiative and Program and Enrolment Growth:** The Province of Manitoba has established the CEI to facilitate the expansion of the college system. This initiative will allow the College to grow and meet the needs of learners. The growth will be dramatic and will have an impact on all areas of the College. Programming is our core product, which is supported by a wide range of essential supports. The continuing implementation of the Academic Programming Expansion will be a key strategic focus. Research and development for renewed and new curriculum is a key focus, including, responsiveness to the market, leading edge initiatives, quality, and new delivery methods.
- **Innovation:** the economic, cultural and social development of the province is linked to quality applied learning. Innovation in programming, services, credentialling, delivery methods and research is key to enhanced applied education and training. There will be an emphasis on establishing applied research as an integrated feature of the College.
- **Technology:** Investments in information and communication technologies are critical for RRC to maintain currency with workplace standards. This involves systems renewal and a strategy for e-learning, e-commerce and e-business initiatives. The development of a virtual campus will also require strategic ICT investments.

## Key Principles of a Learning College

1. The learning college creates substantive change in individual learners.
2. The learning college engages learners as full partners in the learning process, with learners assuming primary responsibility for their own choices.
3. The learning college creates and offers as many options for learning as possible.
4. The learning college assists learners to form and participate in collaborative learning activities.
5. The learning college defines the roles of learning facilitators by the needs of the learners.
6. The learning college and its learning facilitators succeed only when improved and expanded learning can be documented for its learners.

**Terry O'Banion. (1997). Creating More Learning-Centered Community Colleges. Mission Viejo, CA: League for Innovation.**



## **Summary: Environmental Scan 2001**

### Economic / social trends

- Economic slowdown / recession
- Knowledge-based & foundation economy challenges
- North American integration
- Safety & security

### Demographic trends in Manitoba

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

### Education and learners

- Changing learners: more demanding, more sophisticated
- Education is key for economic, cultural & social development
- Growing market for e-learning
- Employment outcomes a focus for learners

### Technology

- ICT continuing impact, continuing growth in Internet use
- New technologies: Tele-health, simulation technology, voice / image recognition, wireless technology, new media, Biotechnology
- Safety & security

### Public Policy (Provincial)

- Post-secondary education is a priority: College Expansion Initiative, Princess Street Campus, increasing apprenticeship
- Health care is also a priority, security an emerging priority
- Affordable post-secondary education

### RRC

- Enrolment growth, program expansion
- Revenue challenges, cost pressures, Facility and equipment pressures
- Partnerships, applied degrees, applied research
- Accountability

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