



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

# Operational Plan

RRC RRC RRC RRC

2001-2006



**December 2000**

## 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.

## Operational Plan Strategies and Actions

RRC's Strategic Plan has been specified into an Operational Plan identifying key measures, strategies and actions. The following pages provide the details.

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES					
				2001-02	2002-03	2003-04	2004-05	2005-06	
<b>CMC</b>	College Management Committee	<b>RP</b>	Research and Planning	<b>AATE</b>	Aboriginal & Teacher Education				
<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, business, government, labour and citizens 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> </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 Dir. CLR  VP Academic Dir. CLR  VP Academic Dir. CLR	X					
				X	X	X	X	X	X
				X	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 and Chairs  Deans  Chairs / Directors	X					
				X					
				X	X				
	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 Dir. CLR	X	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<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> <li>Establish strategies to ensure an inclusive curriculum, including a model and implementation strategy utilizing pilot, assessment and review processes.</li> <li>Establish strategies to ensure curricula are inclusive of Aboriginal perspectives, values and world-views.</li> <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 Dir. CLR  SAC Dean, SS Dir. CLR  Dean, AATE  VP Academic VP, TE Dir. CLR	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> <li>Create data collection, warehousing and reporting processes to ensure timely distribution of data and management information.</li> <li>Develop annual continuous improvement processes, which provide for input from key constituencies.</li> <li>Develop program and service quality standards, measures and a process to benchmark &amp; monitor achievement.</li> <li>Establish a quality management-training program that addresses quality improvement and customer service strategies college-wide.</li> </ul>	Dir. RP  CMC/Dir. RP  Dir. RP  CMC/Dir. RP  Dir. RP/HRS/ Dean, SS	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <li>Develop and implement customer satisfaction programs throughout the College.</li> <li>Provide independent operational assessments.</li> </ul>	Dir. RP/CMC	X	X			
			Dir. 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> <li>Increase College access to information resources through networks, Internet and cooperative arrangements.</li> <li>Develop an open access Learning Commons that includes a range of multi-media hardware and software.</li> <li>Provide audio/visual technology needs for all instructional areas.</li> <li>Improve and expand the provision of library services.</li> </ul>	Dir. CLR	X	X	X	X	X
			Dir. CLR	X	X	X	X	X
			Dir. CLR			X	X	X
			Dir. CLR	X				
			Dir. CLR	X	X	X	X	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 mutual purposes.</li> <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> <li>Conduct surveys and focus group sessions to determine effectiveness of services provided.</li> </ul>	VP, Admin & Dean, B&AA.	X	X	X	X	X
			VP, Admin	X	X	X	X	X
			VP, Admin	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
	1.7 Develop capability to undertake applied research on a cost-recovery basis.	<ul style="list-style-type: none"> <li>• Seek eligibility status for RRC for National Science and Engineering Research Council grants</li> <li>• Include applied research projects as part of academic programs where appropriate.</li> <li>• Develop research protocols.</li> <li>• Develop an intellectual property rights policy.</li> <li>• Develop comprehensive research policies and procedures.</li> <li>• Pilot applied research in the form of a Centre for Applied Research in sustainable infrastructure.</li> </ul>	VP Academic Dir. RP  VP Academic  VP Academic VP Academic, Dir. CLR, Dir. RP Dir. RP  VP Academic	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 the progress of the College Centre in conjunction with the Student Association to determine and develop an interim plan.</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. & CLR  Dean, SS VP, Admin. Students Assoc., Dir. CLR  VP, Admin Dir. CLR (Library)	X	X	X	X	X
							X	X
				X	X			
				X	X	X	X	X

OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
			2001-02	2002-03	2003-04	2004-05	2005-06
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, including advocacy for the required legislative changes.</li> </ul>	VP Academic	X	X			
	<ul style="list-style-type: none"> <li>Designate and develop a program area for applied degree status.</li> </ul>	VP Academic	X	X	X	X	
	<ul style="list-style-type: none"> <li>Review all programs for the appropriateness of applied degree status.</li> </ul>	VP Academic	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Prepare a plan for continuing research and development for new educational programs and products.</li> </ul>	VP Academic	X	X			
	<ul style="list-style-type: none"> <li>Develop new educational programs and products in areas of emerging high technology on a priority basis.</li> </ul>	VP Academic Dir. CLR	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Develop and implement strategies to ensure all new programs include recognition of a global economy and the workplace as pluralistic and diverse.</li> </ul>	SAC Dean, SS	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Establish strategies to include diversity, inclusiveness and a respectful environment as a component of all student success initiatives.</li> </ul>	Dean, SS	X	X	X	X	X
1.10 Develop, implement and continuously review a comprehensive Academic Program expansion and Division adaptation Plan.	<ul style="list-style-type: none"> <li>Prepare a RRC academic program expansion strategy.</li> </ul>	VP Academic	X				
	<ul style="list-style-type: none"> <li>Conduct internal and external consultations to ensure the relevancy and responsiveness of the strategy.</li> </ul>	VP Academic	X				
	<ul style="list-style-type: none"> <li>Prepare an Academic overall plan</li> </ul>	VP Academic	X	X			
1.11 Enhance the quality control of program delivery.	<ul style="list-style-type: none"> <li>Establish strategies to provide uniform support to faculty in developing and delivering courses and programs.</li> </ul>	VP Academic Dir. HRS Dir. CLR	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <li>Establish strategies to develop and communicate uniform expectations for course delivery, e.g., course outlines, lesson plans, instructional methodologies, etc.</li> <li>Review and establish a revised student evaluation of instructor system.</li> </ul>	VP Academic Dir. HRS Dir. CLR  VP Academic Dir. HRS, Dir. CLR, Dir. RP	X	X			
<b>2.0</b>	<b>INCREASE STUDENT SUCCESS.</b>							
	<b>Key Measures:</b> <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 Champion students to new levels of intellectual and personal achievement.	<ul style="list-style-type: none"> <li>Develop strategies to assist students through a student advising system. Ref. 2.4</li> <li>Develop strategies to facilitate the transition to College life. Ref. 2.4</li> <li>Assist in the removal of financial barriers to college education</li> <li>Establish strategies to support students with a variety of personal, cultural, academic, vocational and socio-economic challenges.</li> <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. Ref. 11.2</li> </ul>	Dean, SS SAC  Dean, SS SAC  Dean, SS Dir. Dev.  Dean, SS SAC  Dean, SS	X	X	X	X	X
	2.2 Develop and implement pre-enrolment activities.	<ul style="list-style-type: none"> <li>Develop an improved "first point of contact" information service, including a call centre service, if feasible, and an inquiry follow-up system.</li> </ul>	Dean, SS	X	X			



OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
			2001-02	2002-03	2003-04	2004-05	2005-06
	<ul style="list-style-type: none"> <li>Develop an educational advising process to help students make appropriate program choices.</li> </ul>	Dean, SS	X	X			
2.3 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 continue to develop the SIS to include e-commerce, web-enabled services such as admissions, registration, advising, financial aid, billing, payment, access to records and job placement. Ref. 6.2 and 6.4</li> </ul>	Dean, SS & Dir. CS	X	X	X		
2.4 Develop a comprehensive 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, Student Services staff, students and program advisory committees in the development of student success strategies at the College wide and program level.</li> <li>Measure and report on student success on an annual basis.</li> <li>Develop strategies to implement curricula that are reflective of the diverse and evolving needs of Aboriginal students and communities.</li> <li>Develop and implement a diversity research program.</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>	Dir. RP	X	X			
	<ul style="list-style-type: none"> <li>Involve faculty, Student Services staff, students and program advisory committees in the development of student success strategies at the College wide and program level.</li> </ul>	VP Academic VP, TE Dean, SS	X	X			
	<ul style="list-style-type: none"> <li>Measure and report on student success on an annual basis.</li> </ul>	VP Academic VP, TE Dean, SS	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Develop strategies to implement curricula that are reflective of the diverse and evolving needs of Aboriginal students and communities.</li> </ul>	Dean, AATE	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Develop and implement a diversity research program.</li> </ul>	Dean, SS Dir. RP	X	X	x	X	X
	<ul style="list-style-type: none"> <li>Establish and implement an array of communication methods for the value of inclusion and diversity.</li> </ul>	Dean, SS	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Measure and report on the progress of the diversity initiative.</li> </ul>	Dean, SS Dir. RP	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
	2.5 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 a college-wide strategy for the development and delivery of contract training.</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/Dir. RP  VP, TE  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  X  X	

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <li>Establish joint programming initiatives with secondary schools.</li> <li>Assess the facilities and resources of the College to determine program capacity.</li> </ul>	VP Academic VP, Admin.	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 to accommodate growth in apprenticeships.</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 SAC Dean, AATE SAC	X X X X 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 e-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 expansion strategy to advance access to RRC for all time, pace and place constrained students.</li> <li>Advance strategies to make RRC applied learning accessible to students within and beyond Manitoba.</li> <li>Partner with other agencies to increase opportunities for off-campus learning.</li> </ul>	VP Academic VP, TE Dir. CLR VP Academic Dir. CLR VP, TE VP Academic VP, TE VP Academic VP, TE VP Academic	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 X	X X X X X X X X X X	

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES					
				2001-02	2002-03	2003-04	2004-05	2005-06	
		<ul style="list-style-type: none"> <li>• Broker, develop or deliver current programs with an increasing emphasis on web-based methods.</li> <li>• Review program areas for on-line delivery as a complement to classroom, site-based delivery.</li> </ul>	VP, TE  Deans and Chairs	X	X	X	X	X	
<b>4.0</b>	<b>PROVIDE OPTIMAL ACCESSIBILITY TO PROGRAMS AND SERVICES.</b>								
	<b>Key Measures:</b> <ul style="list-style-type: none"> <li>• <i>The diversity of the student population is reflective of the community that Red River College serves.</i></li> <li>• <i>Students can access their program of first choice.</i></li> <li>• <i>Students are satisfied with access to support services.</i></li> <li>• <i>The community is satisfied that Red River College is a barrier-free educational institution.</i></li> </ul>								
	4.1	Develop a strategy to address cross-cultural access issues within the College.	<ul style="list-style-type: none"> <li>• Establish and implement strategies to ensure an inclusive curriculum. Ref. 1.3</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 college staff in Aboriginal cultural knowledge, awareness, sensitivity and competencies.</li> <li>• Develop training and professional development for students and all college staff in diversity and inclusiveness. Ref. 5.1</li> </ul>	SAC Dean, SS Dir. CLR VP Academic VP, TE Dean, AATE Dean, SS  Dean, AATE  Dean, SS Dir. HR	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. Ref. 2.1</li> </ul>	VP Academic VP, TE	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <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> <li>Work with Departments and programs to recognize foreign credentials.</li> </ul>	VP Academic & Dean, SS	X	X			
			SAC	X	X	X	X	X
			VP Academic	X	X	X	X	X
			Dean, SS	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>Develop appropriate strategies that work to ensure that persons with disabilities have access to all programs, services and resources at all college facilities by conducting regular reviews of current, new and renovated buildings.</li> <li>Reference 7.3</li> </ul>	VP, Admin. Dean, SS	X	X	X	X	X
	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 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>	SAC	X	X	X		
			VP Academic VP, TE,	X	X	X	X	X
			Dean, AATE	X	X	X	X	X
			VP Academic, VP, TE, & Dean, SS	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
5.0	<b>RECOGNIZE, STRENGTHEN AND REWARD THE CAPABILITIES AND CONTRIBUTIONS OF EMPLOYEES, AND SUPPORT A RESPECTFUL COLLEGE ENVIRONMENT.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>Organizational health and wellness measures are high and consistently improve.</li> <li>Clients express high levels of satisfaction on surveys.</li> <li>Faculty and staff turnover is low.</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> <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	X	X			
			Dir. HRS	X	X			
			Dir. HRS	X	X	X	X	X
			Dir. HRS	X	X			
			Dir. HRS	X	X	X	X	
			Dir. HRS	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	X	X	X	X	X
			Dir. HRS	X	X	X	X	X

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				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <li>Provide managers with training in managing under a collective agreement.</li> </ul>	Dir. HRS	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> <li>Review current wellness activities with the intent of developing an integrated plan for the delivery of wellness services.</li> <li>Establish a Respectful Workplace Committee</li> <li>Conduct a Well-Being in the Workplace through Healthy Organizations Project in conjunction with the College Climate and Culture Committee.</li> </ul>	Dir. HRS  Dir. HRS  Dir. HRS & Dean, SS  Dean, AATE  Dir. RP / Dir. HRS	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
6.0	<b>INTEGRATE INFORMATION TECHNOLOGY IN THE DELIVERY, OPERATION AND MANAGEMENT OF ALL COLLEGE PROGRAMS AND SERVICES.</b>							
	<p><b>Key Measures:</b></p> <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	X				
			Dir. CLR	X	X	X	X	X
			Dir. CLR	X	X	X	X	X
			Dir. CLR	X				
6.2	Increase the range of programs and services available on an e-commerce, e-business, and e-learning basis.	<ul style="list-style-type: none"> <li>Assess the opportunities and impacts of adopting e-business delivery methodologies.</li> <li>Establish a strategy to incorporate e-business and e-commerce techniques into the delivery of services. Ref. 2.3</li> <li>Establish a strategy to provide the appropriate infrastructure for e-learning</li> </ul>	CMC	X	X			
			CMC	X	X			
			CMC	X	X			



	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
	6.3 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
	6.4 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. Ref. 2.3</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	X	X	X	X	
Dir. CS			X					
Dir. CS			X	X	X			
Dir. CS			X	X	X	X	X	
	6.5 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	X				
Dir. CS			X	X	X	X	X	
	6.6 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	X				
Dir. RP			X					
Dir. CS / Dir. RP			X					

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
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> </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 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
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> <li>Revisit the issue of College ownership of facilities</li> </ul>	VP, Admin. VP, Admin. VP, Admin. VP, Admin. BOG	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				
				2001-02	2002-03	2003-04	2004-05	2005-06
	7.3 Develop facilities to provide mobility 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 mobility free access requirements.</li> <li>Develop a process to ensure that mobility free access requirements are addressed in all renovation projects.</li> </ul>	VP, Admin.  VP, Admin.	X  X	X  X			
	7.4 Ensure the plans, design and development of the Princess Street Campus meet the educational requirements of RRC	<ul style="list-style-type: none"> <li>Complete the educational plan.</li> <li>Work with MGS, the City of Winnipeg and other partners to ensure the appropriate design and development of the new Campus.</li> <li>Review the implications of the new Campus for the Notre Dame Campus.</li> <li>Develop a strategy and logistics for the occupancy of the new Campus.</li> </ul>	VP Academic VP, Admin. VP Academic  VP, Admin. VP Academic  VP, Admin. VP Academic	X X  X  X	X X  X  X			
	7.5 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 campus safety inspections and thorough accident inspections on all incidents and accidents.</li> <li>Place a high priority on health and safety projects for Miscellaneous Minor funding.</li> <li>Develop and implement a certified safety management process based on internal departmental responsibility and continuous improvement.</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

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
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 College 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> </ul>	VP, TE VP, TE SAC	X 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 SAC VP, TE VP, TE	X 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	X 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				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<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 international student recruitment, and project work.</li> </ul>	VP, TE  VP, TE  VP, TE	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>• <i>There are increasing numbers of program accreditation agreements, institution transfer agreements and partnership agreements.</i></li> <li>• <i>The cooperative education model or the work experience model is incorporated into an increasing number of programs.</i></li> <li>• <i>Individual agencies and corporations work with and support the College.</i></li> <li>• <i>Business &amp; industry partners provide equipment, facilities and/or technology to RRC.</i></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				
				2001-02	2002-03	2003-04	2004-05	2005-06
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> <li>Identify major corporate clients, determine their training needs, and prepare proposals for partnerships.</li> <li>Become preferred training supplier to major corporate clients.</li> </ul>	VP, TE & VP Academic	X	X			
			VP, TE	X	X	X	X	X
			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, SA Building Development Agreement, SA Building Fund Bylaw, provision of student copying services, provision of vending services, peer tutoring, etc.</li> <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: appeals; use of alcohol; codes of ethical conduct, etc.</li> </ul>	Dean, SS & VP, Admin.	X	X	X	X	X
			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 and expand co-operative type education delivery to access equipment in industrial plants and factories.</li> <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>	Deans	X	X	X	X	X
			VP, Admin.	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
	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
<b>10.0</b>	<b>EMPLOY COLLEGE RESOURCES EFFECTIVELY AND EFFICIENTLY AND ACHIEVE FINANCIAL STRENGTH AND STABILITY.</b>							
	<b>Key Measures:</b> <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.	<u>Government grants:</u> <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> <u>Tuition:</u> <ul style="list-style-type: none"> <li>Work with Board of Governors and COPSE to develop an appropriate tuition strategy.</li> </ul> <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>	BOG CMC  BOG CMC  CFO BOG  CFO & VP Academic  Various	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<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>	CMC CFO	X X	X X	X 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> <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> </ul>	CFO CMC/HRS CFO & VP, Admin. CMC/BOG VP, Admin. & CFO CMC CFO	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 X X



	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <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 control policies.</li> <li>Increase knowledge and awareness of risk, control and insurance protection.</li> <li>Integrate a risk control process that reflects a continuous improvement concept based on departmental internal responsibility.</li> </ul>	<p>CFO</p> <p>CFO VP, Admin.</p> <p>CFO</p> <p>CFO</p> <p>VP, Admin.</p> <p>VP, Admin.</p> <p>VP, Admin. VP, Admin.</p> <p>VP, Admin.</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p></p> <p>X</p> <p></p> <p>X</p> <p>X</p> <p>X</p> <p></p>	<p>X</p> <p></p> <p>X</p> <p></p> <p></p> <p></p> <p>X</p> <p>X</p>	<p>X</p> <p></p> <p>X</p> <p></p> <p></p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p></p> <p>X</p> <p></p> <p></p> <p>X</p> <p>X</p> <p>X</p>
	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>Establish a benchmarking program.</li> </ul>	<p>CFO</p> <p>CFO</p> <p>CFO</p> <p>Dir. RP</p>	<p>X</p> <p></p> <p>X</p> <p>X</p>	<p></p> <p>X</p> <p>X</p> <p></p>	<p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p>	<p></p> <p></p> <p></p> <p></p>

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <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>	VP, Admin.	X	X	X	X	X
<b>11.0</b>	<b>ENHANCE THE IMAGE AND COMMITMENT OF THE COLLEGE AMONG STAFF, STUDENTS AND THE EXTERNAL COMMUNITY.</b>							
	<p><b>Key Measures:</b></p> <ul style="list-style-type: none"> <li>Staff, students, and members of the external community 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>Maintain 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> <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> </ul>	Dir. M&PR	X	X	X	X	X
			VP, Admin	X				
			Dir. CLR	X	X	X	X	X
			Dir. RP	X			X	
			Dir. M&PR	X	X	X	X	X
			Dir. M&PR	X		X		X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <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
	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 underrepresented 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 Dean, SS	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, maintain 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> <li>Identify and coordinate entry of college "teams" in community special events (e.g. Dragon boat races).</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			
			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> </ul>	Dir. M&PR	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <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  Dir. M&PR	X  X	X  X	X  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.  Dir. Dev.  Dir. Dev.  Dir. Dev. BOG	  X  X  X	X  X  X	X  X  X	X  X  X	X  X  X
<b>12.0</b>	<b>ENHANCE THE LEARNING CENTRED FOCUS AND THE INNOVATIVE, AND TECHNOLOGICALLY ADVANCING ASPECTS OF THE 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 Advance RRC as 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> </ul>	CMC	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <li>Develop strategies and support measures that advance a learner-centred and learning-centred approach to instruction and assessment to develop students' critical thinking skills and respect for diversity in thinking and behaving.</li> <li>Establish a process to 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>Develop and celebrate successes in moving to a learning culture in a variety of media.</li> </ul>	SAC	X	X	X	X	X
			Dir. RP	X	X	X	X	X
			CMC / Dir. HRS	X	X	X	X	X
			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> <li>Identify and conduct a pilot knowledge management project in a selected KM area.</li> </ul>	Dir. RP	X				
			Dir. RP	X				
			Dir. RP		X	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>Initiate a dialogue on values and prepare a Statement of Values.</li> <li>Establish a regular review of values.</li> <li>Communicate the process and content of the Strategic Plan.</li> </ul>	Dir. RP	X	X	X	X	X
			Dir. RP	X				
			Dir. RP			X	X	X
			Dir. RP / Dir. M&PR	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2001-02	2002-03	2003-04	2004-05	2005-06
		<ul style="list-style-type: none"> <li>Experiment with the use of appropriate web-based techniques into the strategic planning development process and communication of the plan.</li> </ul>	Dir. RP	X	X	X	X	X
	12.4 Ensure the appropriateness of the organizational structure of RRC in view of the new realities in delivering education in the 21 <sup>st</sup> Century.	<ul style="list-style-type: none"> <li>Review the existing organizational structure.</li> <li>Review the concept of a schools structure.</li> <li>Develop strategies to encourage interdepartmental discussion and exploration of opportunities and issues.</li> </ul>	CMC	X				
			CMC	X				
			CMC	X	X			
	12.5 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 interests in lobbying on behalf of the College for recognition.</li> </ul>	Dir. M&PR	X	X	X		
			CMC BOG	X	X	X	X	X
	12.6 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 BOG	X				
			CMC	X	X			