RED RIVER COLLEGE

OF APPLIED ARTS, SCIENCE AND TECHNOLOGY

Operational Plan

2004-2009

January 2004

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.

PC	President's Council	**RP**	Research and Planning	**AATE**	Aboriginal & Teacher Education
SAC	Senior Academic Committee	**HRS**	Human Resource Services	**CTO**	Chief Technology Officer
VP, PTD	Vice-President, Partnership, Training & Development	**M&PR**	Marketing and Public Relations	**PCD**	Program and Curriculum Development
CLR	Curriculum & Learning Resources	**SS**	Student Services	**Dev**	Development

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
1.0	**DELIVER HIGH QUALITY PROGRAMS AND SERVICES THAT FOCUS ON THE LEARNER.**							
	Key Measures: • *Customers, business, government, labour and citizens consistently express high satisfaction with the quality of programs and services.* • *Employers express high satisfaction with the preparedness of the graduates.* • *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.* • *Programs develop and maintain credit transfer and articulation arrangements with appropriate university programs.*							
	1.1 Integrate a set of college-wide learning outcomes into all programs, and develop all newly funded programs in learning outcomes format.	• Identify, define, develop and implement relevant assessment strategies for College learning outcomes.	VP Academic Dir. CLR	X	X			
		• Integrate learning outcomes into existing programs.	VP Academic Dir. CLR	X	X	X	X	X
		• Integrate learning outcomes into all new programs.	VP Academic Dir. CLR	X	X	X	X	X
	1.2 Seek national or professional recognition and accreditation in all academic programs where appropriate standards exist.	• Each program to identify the appropriate accrediting body or standards setting organization(s).	Deans & Directors and Chairs	X	X	X	X	X
		• Each program to undergo accreditation or re-accreditation to achieve/maintain national accreditation status.	Deans	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Where national or international standards exist, the program will evaluate their curricula to ensure alignment with these standards.	Chairs / Directors	X	X	X	X	X
	1.3 Ensure that curriculum is relevant and meets business, industry and community needs.	• Apply DACUM procedures when developing all new full-time programming.	VP Academic Dir. CLR	X	X	X	X	X
		• Implement a curriculum validation process, which reviews all curricula for relevancy on a regular basis.	VP Academic Dir. CLR	X	X			
		• Develop a systematic process for curriculum management, including learning outcomes, course outlines, course content and delivery process.	VP Academic Dir. CLR	X	X	X		
		• Establish strategies to ensure curricula are inclusive of Aboriginal perspectives, values and world-views.	Dean, AATE	X	X	X	X	X
		• Develop a curriculum database system for all course outlines in leaning outcomes format.	VP Academic Dir. CLR	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.	• Develop a continuous improvement plan for the College.	Dir. RP		X	X		
		• Create data collection, warehousing and reporting processes to ensure timely distribution of data and management information.	CTO / Dir. RP	X	X	X	X	X
		• Develop annual continuous improvement processes, which provide for input from key constituencies.	Dir. RP	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Develop program and service quality standards, measures and a process to benchmark & monitor achievement.	Dean, SS / Dir. RP	X	X	X	X	X
		• Establish a quality management-training program that addresses quality improvement and customer service strategies college-wide.	HRS / Dir. RP / Dean, SS	X	X	X	X	X
		• Develop and implement customer satisfaction programs throughout the College.	Dir. RP / Dean, SS	X	X	X	X	X
		• Provide independent operational assessments.	Dir. RP	X	X	X	X	X
	1.5 Enhance library and media services to increase program delivery support and student learning.	• Develop a quality collection of information in all formats and, in an appropriate balance to meet the needs of faculty and students.	Dir. CLR	X	X	X	X	X
		• Increase College access to information resources through networks, Internet and cooperative arrangements.	Dir. CLR	X	X	X	X	X
		• Develop an open access Learning Commons that includes a range of multi-media hardware and software.	Dir. CLR	X	X	X	X	X
		• Provide audio/visual technology needs for all instructional areas.	Dir. CLR	X	X	X	X	X
		• Improve and expand the provision of library services.	Dir. CLR	X	X	X	X	X
	1.6 Streamline programs and service delivery.	• Develop strategic alliances with food service providers to facilitate the re-design of the Buffalo Cafeteria.	VP, Admin	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Conduct a series of workshops and information sessions for staff on the programs and services available through the various departments within Administrative Affairs.	VP, Admin	X	X	X	X	X
		• Conduct surveys and focus group sessions to determine effectiveness of services provided.	VP, Admin	X	X	X	X	X
	1.7 Develop capability to undertake applied research on a cost-recovery basis.	• Seek eligibility status for RRC for National Science and Engineering Research Council and other major research funding agencies grants.	Dir. ARO	X	X			
		• Include applied research projects as part of academic programs where appropriate.	VP Academic SAC	X	X	X	X	X
		• Develop research protocols.	VP Academic Dir. ARO	X	X			
		• Develop and implement comprehensive research policies and procedures.	Dir. ARO Dir. RP	X	X			
		• Seek joint applied research opportunities with other institutions.	Dir. ARO	X	X	X	X	X
		• Develop the Centre for Applied Research in Sustainable Infrastructure.	Dir. ARO	X	X			
		• Establish a Bio Sciences Research Laboratory with support from WD and CEI.	VP Academic Dir. ARO	X	X			
		• Establish strategies to build internal applied research capacity.	VP Academic Dir. ARO	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Seek Research grants to support the College's applied research agenda.	Dir. ARO	X	X	X	X	X
		• Establish and foster strategic alliances to support the growth of applied research.	VP Academic Dir. ARO	X	X	X	X	X
		• Develop strategies to manage intellectual property issues and to initiate technology transfer and commercialization.	VP Academic Dir. ARO		X	X	X	X
	1.8 Enhance the College facilities to support friendly and efficient customer service.	• Relocate all enrolment and student support services for student convenience and accessibility.	VP, Admin. & Dean, SS	X	X	X		
		• Pursue, in partnership with the Student's Association, the development of Student Street.	VP, Admin, Dean, SS, Students Assoc.	X	X			
		• Pursue the development of a short-term (backfill construction) plan at the Notre Dame Campus.	VP, Admin.	X	X			
		• Pursue the development of a long-term (20-25 years) Campuses Plan.	VP, Admin. Dir. R&P	X	X			
		• Develop a 5 to 10 year Facilities Plan.	VP, Admin.	X				
		• Pursue the development of increasing parking at the Notre Dame Campus.	VP, Admin.	X	X	X		
		• Review signage at the Notre Dame Campus to improve ease of understanding and access.	VP, Admin.	X	X	X		
		• Pursue the development of a strategy to support Regional Campus delivery expansion and integration in the community.	VP, PTD	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Establish an approach to a network of RRC Adult Learning Centres.	VP, PTD	X	X			
		• Establish strategies to provide a physical environment conducive to student success at the Notre Dame Campus, such as multi-cultural centre, study and lounge space, tutoring areas.	Dean, SS	X	X	X	X	X
		• Develop strategies to upgrade and modernize facilities in J, M and B buildings.	VP, Academic VP, Admin.	X	X	X		
		• Develop a long term strategy for facilities to support heavy Equipment Transportation Training.	VP, Academic VP, Admin.	X	X	X		
		• Review the appropriateness of incorporating Customer [Citizen] Relationship Management (CRM) into RRC's strategy, operations and relationships.	Dir. RP			X	X	
		• 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.	VP, Admin Dir. CLR (Library) Dean, SS	X				
	1.9 Develop and implement new means to adapt programs to the growing global marketplace.	• Develop a strategy to grant applied degrees, including advocacy for the required legislative changes.	VP Academic	X	X			
		• Designate and develop one or more programs for applied degree status.	VP Academic	X	X	X	X	
		• Determine the market demand and need for applied degrees in specific programs.	VP Academic	X	X	X	X	X

OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
			2004-05	2005-06	2006-07	2007-08	2008-09
	• Develop and implement strategies to ensure all new programs include recognition of a global economy and the workplace as pluralistic and diverse.	SAC	X	X	X	X	X
	• Provide leadership and support for the implementation of an inclusive learning environment to ensure students are able to work effectively in a global environment and a diverse workplace.	Dean, SS	X	X	X	X	X
1.10 Develop, implement and continuously review a comprehensive Academic Program expansion and Division adaptation Plan.	• Review and continually update the RRC academic program expansion strategy.	VP Academic Dir. RP	X	X	X		
	• Review and revise the plan for congruency & support for the provincial and federal innovation agendas.	VP Academic Dir. RP	X	X			
	• Implement the Learning Portfolio Change Management Strategy.	VP Academic Dir. RP	X				
1.11 Enhance the quality control of program delivery.	• Establish strategies to provide uniform support to faculty in developing and delivering courses and programs.	VP Academic Dir. HRS Dir. CLR	X	X			
	• Establish strategies to develop and communicate uniform expectations for course delivery, e.g., course outlines, lesson plans, instructional methodologies, etc.	VP Academic Dir. HRS Dir. CLR	X	X			
	• Review and establish a revised student evaluation of instruction system (in an electronic format).	VP Academic Dir. HRS, Dir. CLR, Dir. RP, Dean, SS	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
2.0	**INCREASE STUDENT SUCCESS.**							
	Key Measures: • *Graduate employment is high.* • *Level of enrolments, retention, persistence and graduation are high.*							
	2.1 Champion students to new levels of intellectual and personal achievement.	• Develop strategies to assist students through a student advising system. Ref. 2.4	Dean, SS SAC	X	X	X	X	X
		• Develop strategies to facilitate the transition to College life. Ref. 2.4	Dean, SS SAC	X	X	X	X	X
		• Assist in the reduction of financial barriers to college education.	Dean, SS Dir. Dev.	X	X	X	X	X
		• Establish strategies to support students with a variety of personal, cultural, academic, vocational and socio-economic challenges.	Dean, SS SAC	X	X	X	X	X
		• Establish systematic techniques to understand student needs, issues and priorities.	Dean, SS	X	X	X	X	X
		• Establish a strategy to work towards a comprehensive Learning Assistance Centre.	Dean, SS	X	X			
	2.2 Develop and implement pre-enrolment activities.	• Develop an improved "first point of contact" information service, including a call centre service, if feasible, and an inquiry follow-up system.	Dean, SS	X	X			
		• Continue proactively to work towards achieving a representative student population that reflects the diversity of the community served.	Dean, SS	X	X	X	X	X
		• Continue to develop strong links with high school counselors and students and implement a strategy to access teachers.	Dean, SS	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Ensure the provision of appropriate academic advising for prospective and current students at all campuses.	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.	• Continue to plan for the acquisition and/or enhanced development of 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	Dean, SS & CTO	X	X	X		
	2.4 Develop a comprehensive approach to increase student retention and success.	• Develop longitudinal statistical reporting on student retention, persistence and attrition for each program.	Dir. RP	X	X	X	X	X
		• Involve faculty, Student Services staff, College Council, students and program advisory committees in the development of student success strategies at the College wide and program level.	VP Academic VP, PTD Dir. RP Dean, SS	X	X	X	X	X
		• Measure and report on student success on an annual basis.	VP Academic VP, PTD Dir. RP	X	X	X	X	X
		• Develop strategies to implement curricula that are reflective of the diverse and evolving needs of Aboriginal students and communities.	Dean, AATE	X	X	X	X	X
		• Develop strategies to undertake a diversity research program.	Dir. RP	X	X	X	X	X
		• Measure and report on the progress of the diversity initiative.	Dean, SS Dir. RP	X	X	X	X	X
		• Develop and implement strategies and activities that support diversity and create learning environments to increase student success.	Dean, SS	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Enhance tutoring & counseling services.	Dean, SS	X	X	X	X	X
		• Develop a system to assist students-at-risk through a pilot project to identify students-at-risk and interventions to address risk factors.	SAC Dir. RP	X	X	X		
		• Establish connections with student service units at Winnipeg universities to support joint programming students.	Dean, SS	X	X	X		
	2.5 Develop a job placement service for students.	• Develop and implement strategies with business and industry to support recruitment and employment of college graduates.	Dean, SS	X	X	X	X	X
		• Implement strategies to support students and graduates in obtaining employment.	Dean, SS	X	X	X		
	2.6 Assure that language proficiency is sufficient for academic success.	• Implement a process to ensure that all students entering college programs are proficient in all language skills (listening, speaking, reading and writing).	VP, PTD Dean, SS	X	X	X	X	X
		• Establish strategies to provide English language proficiency supports to students.	VP, PTD Dean, SS	X	X	X	X	X
3.0	**INCREASE PROGRAM OFFERINGS AND ENSURE THAT PROGRAMS AND THE MIX OF PROGRAMMING RESPONDS TO THE DIVERSE AND CHANGING NEEDS OF MANITOBANS AND THE WORKPLACE.**							
	Key Measures: • *The number of programs and number of students grow at Red River College.* • *Applicants and students are satisfied with the range of programs available.* • *Employers are satisfied that program offerings meet the needs of the workplace.* • *Graduates experience success.*							
	3.1 Develop and deliver new programs to meet emerging labour market demand as outlined in the Growth Strategy.	• Develop and implement methodologies to capture, document and transmit critical economic, technological and market trends.	Dir. RP	X	X			

OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
			2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
	• Acquire labour market information and analyze on a regular and ongoing basis.	Deans / Dir. RP	X	X	X	X	X
	• Develop programming for delivery in multiple modes and in the profit, cost-recovery and subsidized formats.	SAC	X	X	X	X	X
	• Develop collaborative programs with colleges, universities and other partners, locally, provincially nationally and internationally.	VP Academic & VP, PTD	X	X	X	X	X
	• Include strategies for using technology in the delivery of new programs.	Dir. CLR	X	X	X	X	X
	• Develop accelerated and advanced program models to meet the needs of students with post-secondary or equivalent backgrounds.	VP Academic & VP, PTD	X	X	X	X	X
	• Establish joint programming initiatives with secondary schools.	VP Academic	X	X	X	X	X
	• Assess the facilities and resources of the College to determine program capacity.	VP, Admin.	X	X	X		
	• Review program areas for on-line delivery as a complement to classroom, site-based delivery.	Deans and Chairs	X	X	X	X	X
3.2 Increase, reduce or eliminate career programs and apprenticeship to meet labour force requirements.	• Strategically review career-programming requirements on an annual basis as part of the budget exercise.	SAC	X	X	X	X	X
	• Adjust capacity to accommodate apprenticeships purchases.	SAC	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Increase capacity in selected programs to meet labour market demands and reduce wait lists.	SAC	X	X	X	X	X
		• Develop models of delivery to increase the participation of Aboriginal peoples.	SAC Dean, AATE	X	X	X	X	X
		• Reduce capacity in selected programs where long term labour market need is waning and move resources to higher priority programming.	SAC	X	X	X	X	X
	3.3 Develop, broker and deliver a comprehensive selection of distance / distributed learning programs.	• Develop and deliver new programs and courses through distance and distributed learning strategies.	VP, PTD VP Academic	X	X	X	X	X
		• Develop strategies to increase the number of programs delivered on-line.	VP, PTD VP Academic	X	X	X	X	X
	3.4 Identify and advance future applications and new models of emerging ICT applied education delivery systems for distance and distributed e-learning.	• Research and identify new and emerging e-learning technologies and models.	VP, PTD	X	X	X		
		• Develop distance / distributed learning models to increase student success.	VP, PTD	X	X	X		
	3.5 Expand collaborative efforts in advancing opportunities for off-campus learning for the citizens of Manitoba.	• Collaborate with other e-learning service providers to broker and deliver post-secondary education.	VP, PTD	X	X			
		• Collaborate with the development and implementation of Campus Manitoba.	VP, PTD	X	X			
		• Expand delivery through contract training to external agencies that are unable to have staff attend full-time programming and/or on-campus.	VP, PTD	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
	3.6 Integrate the use of distributed learning technologies into program delivery.	• Integrate distance / distributed learning into the College's overall academic programming.	VP, PTD VP Academic	X	X	X	X	X
		• Enhance the quality control of e-learning program delivery.	VP, PTD VP Academic	X	X	X	X	X
		• Ensure programs are developed and revised in multiple delivery formats.	VP, PTD VP Academic	X	X	X	X	X
	3.7 Develop and implement a plan for a virtual campus.	• Establish the infrastructure to support a virtual campus.	VP, PTD VP Academic	X	X			
		• Market RRC's Virtual Campus.	VP, PTD VP Academic	X	X			
		• Establish a 24/7 e-learning capacity.	VP, PTD VP Academic	X	X			
		• Capitalize on opportunities to market curricula globally.	VP, PTD VP Academic	X	X			
		• Establish strategies to advance the introduction and integration of educational technologies and the development of coursewares.	VP Academic Dir. CLR	X	X	X		
	3.8 Develop a distributed learning strategy to support student success.	• Provide students with flexible options for completing day programs.	VP, PTD VP Academic	X	X	X	X	X
		• Establish methods for on-line pre-entry and exit programs.	VP, PTD VP Academic	X	X	X	X	X
		• Provide on-line support service.	VP, PTD VP Academic Dean, SS	X	X	X	X	X
	3.9 Develop an immigrant supportive culture.	• Establish a strategy to enhance delivery of programs and services for immigrant students.	PC	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Establish a working group to research and identify immigrant student needs to reinforce an immigration supportive college.	PC	X	X	X	X	X
		• Review, assess and establish strategies to acquire resources to undertake appropriate directions and priorities identified in the Immigrant and Immigration Forum Report.	PC	X	X	X	X	X
4.0	**PROVIDE OPTIMAL ACCESSIBILITY TO PROGRAMS AND SERVICES.**							**4.**
	Key Measures: • *The diversity of the student population is reflective of the community that Red River College serves.* • *Students can access their program of first choice.* • *Students are satisfied with access to support services.* • *The community is satisfied that Red River College is a barrier-free educational institution.*							
	4.1 Develop a strategy to address cross-cultural access issues within the College.	• Establish and implement strategies to ensure inclusive curricula. Ref. 1.3	SAC Dean, SS Dir. CLR	X	X	X	X	X
		• Increase/develop/maintain partnerships with organizations representing Aboriginal groups, multicultural groups and people with disabilities.	VP Academic VP, PTD Dean, AATE Dean, SS	X	X	X	X	X
		• Develop training and professional development for college staff in Aboriginal cultural knowledge, awareness, sensitivity and competencies.	Dean, AATE	X	X	X	X	X
		• Develop training and professional development for students and all college staff in diversity and inclusiveness. Ref. 5.1	Dean, SS Dir. HR	X	X	X	X	X
	4.2 Ensure barrier-free access to academic programs.	• Identify the causes of applicant rejection within the academic screening process.	VP Academic VP, PTD Dean, SS	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Offer ongoing developmental and remedial programming to assist applicants in meeting entrance requirements.	VP Academic VP, PTD	X	X	X	X	X
		• Assess program admission requirements to ensure inappropriate barriers are removed.	VP Academic & Dean, SS	X	X			
		• Develop strategies, e.g., bridging courses, to reduce academic barriers to college admission.	SAC	X	X	X	X	X
		• Review and revise the five-year plan for the expansion of the number of programs to which PLAR can be applied.	VP Academic	X	X	X	X	X
		• Work with Departments and programs to recognize foreign credentials.	Dean, SS	X	X	X	X	X
		• Use appropriate tools/processes to determine language readiness and provide preparatory programs to meet specific language proficiency needs.	VP, PTD Dean, SS	X	X	X	X	X
	4.3 Ensure that College facilities accommodate and ease access to programs and services.	• 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. Ref. 7.3	VP, Admin.	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.	• Increase programming options, delivery formats and enrolments through alternative delivery.	SAC	X	X	X	X	X
		• Expand the use of technology to increase access to college programs and services.	PC	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Increase community based delivery in Aboriginal communities.	Dean, AATE	X	X	X	X	X
		• Investigate registration and tuition fee assessment by course instead of by program to increase access to college programs and promote flexibility.	VP Academic, VP, PTD, & Dean, SS	X	X			
		• Develop and deliver student support services to meet the needs of students at all sites.	Dean, SS	X	X	X	X	X
5.0	**RECOGNIZE, STRENGTHEN AND REWARD THE CAPABILITIES AND CONTRIBUTIONS OF EMPLOYEES, AND SUPPORT A RESPECTFUL COLLEGE ENVIRONMENT.**							
	Key Measures: • *Organizational health and wellness measures are high and consistently improve.* • *Clients express high levels of satisfaction on surveys.* • *Faculty and staff turnover is low.*							
	5.1 Transform the Human Resources Department to become a comprehensive employee and corporate service department.	• 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.	Dir. HRS	X	X			
		• Review recruitment policies and practices and revise as appropriate to ensure a strong workforce.	Dir. HRS	X	X			
		• Develop and implement a comprehensive employee development program and establish appropriate funding to support it.	Dir. HRS	X	X	X	X	X
		• Review employee benefit programs.	Dir. HRS	X	X			
		• Increase diversity of College faculty and staff incorporating employment equity practices.	Dir. HRS	X	X	X	X	

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Establish comprehensive human resource policies and procedures.	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.	• 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.	Dir. HRS	X	X	X	X	X
		• Expand utilization of the new HRMI system to provide timely quality management information and administrative services.	Dir. HRS	X	X	X	X	X
		• Provide managers with training in managing under a collective agreement.	Dir. HRS	X	X	X	X	X
	5.3 Support a respectful and stimulating College environment.	• 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.	Dir. HRS	X	X	X	X	X
		• 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.	Dir. HRS	X	X			
		• Review, monitor and continue the Well-Being in the Workplace through Healthy Organizations Project in conjunction with the College Climate and Culture Committee.	Dir. RP / Dir. HRS	X	X	X		

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
	5.4 Support well-being in the workplace through a healthy organization infrastructure.	• Design, develop and implement a comprehensive management-training program for current managers and for staff who wish to pursue a management career at the College.	Dir. HR	X	X	X		
		• Enhance the faculty and staff recognition program.	Dir. HR	X				
		• Implement practices that increase the diversity of the College, including hiring and promotion practices that increase the community representativeness of the College.	Dir. HR	X	X	X	X	X
		• Design, develop and implement succession planning as priority Human Resource activity.	Dir. HR	X	X	X		
		• Initiate a program of recognitions, events, publications and promotions to celebrate successes of the College.	VP, PTD	X	X	X	X	X
		• Review the current performance review system with a view to developing an improved system based on a developmental, formative approach.	Dir. HR	X	X			
		• Initiate a review of current policies and procedures for relevance, flexibility and appropriateness for a learning-centred college.	PC	X	X	X		
		• Consult on, display, and communicate the College's Statement of Values for all members of the College community appropriate to a respectful learning and working environment.	Dir. RP	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Work towards the design, development and implementation of a holistic wellness program for all staff and students.	Dean SS Dir. HR	X	X	X	X	X
6.0	**INTEGRATE INFORMATION TECHNOLOGY IN THE DELIVERY, OPERATION AND MANAGEMENT OF ALL COLLEGE PROGRAMS AND SERVICES.**							
	Key Measures: • *Students, graduates, and employers express satisfaction with the degree of technology training incorporated within the academic programs.* • *Stakeholders express satisfaction with the degree to which technology is integrated within the administrative operations of the College.* • *Stakeholders express satisfaction with the ability to access necessary information and communication tools.*							
	6.1 Increase the extent to which technology is incorporated within the academic delivery process.	• 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.	Dir. CLR	X	X	X		
		• Implement a team-based approach to the development of course/portions of courses in alternate delivery formats.	Dir. CLR	X	X	X	X	X
		• Deliver training to faculty in the use and application of information technology.	Dir. CLR	X	X	X	X	X
		• Establish a mechanism to support employee access to or acquisition of hardware and software.	Dir. CLR	X	X	X		
	6.2 Increase the range of programs and services available on an e-commerce, e-business, and e-learning basis.	• Assess the opportunities and impacts of adopting e-business delivery methodologies.	PC	X	X			
		• Establish a strategy to incorporate e-business and e-commerce techniques into the delivery of services. Ref. 2.3	PC	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Establish a strategy to provide the appropriate infrastructure for e-learning.	PC	X	X			
	6.3 Maintain a primary, reliable College communication system.	• Implement and maintain a strategy to move to electronic communication as the primary method of internal information dissemination.	CTO	X	X	X	X	X
	6.4 Optimize the use of technology to improve administrative operations of the College.	• Implement a corporate information system.	CTO	X	X	X	X	
		• Conduct and evaluate a gap analysis of existing corporate systems with the current and future needs of the College. Ref. 2.3	CTO	X	X			
		• Develop and implement a corporate information security plan.	*CTO*	*X*	*X*			
		• Purchase or develop the required software, hardware, training and installation for new corporate systems.	CTO	X	X	X		
		• Provide readily available technical and program support to meet staff and students needs.	CTO	X	X	X	X	X
		• Work towards the Implementation of a new scheduling system in order to provide automated instructor, student, and facility information.	CTO, Dean, SS	*X*	*X*			
	6.5 Implement a plan to fund technology replacement /addition.	• Implement and improve a plan to add/replace/upgrade technology.	CTO	X	X			
		• Instructors, students and corporate computer users will have access to adequate computing power convenient to their needs.	CTO	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
	6.6 Annually review information technology.	• Annually review information technology.	CTO	X	X	X	X	X
		• Establish performance indicators.	Dir. RP	X	X			
		• Compare performance indicators with other institutions.	CTO / Dir. RP	X	X	X	X	X
7.0	**PROVIDE A SAFE AND WELL-MAINTAINED ENVIRONMENT FOR WORKING AND LEARNING.**							
	Key Measures: • *Staff and students are satisfied that the workplace environment is safe and physically well maintained.* • *Results of facility audits indicate progress in facility renewal.* • *Workplace health, safety, and security audits indicate favorable results.*							
	7.1 Develop a multi-year facilities development plan that enables continual adaptation, renewal and expansion of College facilities.	• Pursue implementation of Millennium project.	VP, Admin.	X	X	X	X	X
		• Annually review the operational state of major facilities and equipment.	VP, Admin.	X	X	X	X	X
		• Develop a multi-year plan that addresses the deferred maintenance problem and ensures annual investment on the renewal of physical infrastructure, including program support equipment renewal.	VP, Admin.	X				
		• Develop a cost-effective preventative maintenance program for equipment. Establish a function to collect and input data.	VP, Admin.	X				
		• Develop a budget to maintain and replace program support equipment.	VP, Admin.	X				
		• Pursue additional funding for annual maintenance renewal.	VP, Admin.	X				

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Establish a 10-year plan to replace, acquire and dispose of classroom and other common area furniture.	VP, Admin.	X	X	X	X	X
		• Develop an asset inventory system	VP, Admin.	X				
	7.2 Develop a partnership between RRC, TGS, and COPSE to address facility maintenance issues of the College.	• Develop strategies for additional funding.	VP, Admin.	X	X	X	X	X
		• Initiate an Energy Management program in which energy savings can be invested in building system upgrades.	VP, Admin.	X				
	7.3 Develop facilities to provide mobility free access to the physically challenged.	• The College Joint Workplace Safety and Health Committee work in collaboration to identify a comprehensive list of mobility free access requirements, prioritize and initiate required renovations subject to available funding.	VP, Admin.	X	X	X	X	X
	7.4 Make Workplace Safety and Health issues a priority in facility development and maintenance.	• Conduct a campus wide security audit and develop a multi-year plan to address recommendations.	VP, Admin.	X	X		X	X
		• Place a high priority on health and safety projects for Miscellaneous Minor funding.	VP, Admin.	X	X	X	X	X
		• Develop and implement a certified safety management process based on internal departmental responsibility and continuous improvement.	VP, Admin.	X	X	X	X	X
		• Develop and implement safe procedure guidelines.	VP, Admin.	X	X	X	X	X
		• Conduct a baseline health and safety audit.	V P, Admin.	X				

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Expand computer-based platform for the delivery of safety training programs.	VP, Admin.	X				
		• Review and exercise current Emergency Response Plan.	VP. Admin.		X	X		
		• Develop a Business Resumption Plan.	VP. Admin.	X	X			
	7.5 Improve the workplace through well-being initiatives.	• Continue a program of washroom improvements and maintenance.	VP. Admin.	X	X	X	X	X
		• Develop a plan to upgrade ventilation systems across the College at the Notre Dame campus.	VP. Admin.		X	X	X	
		• Post signage to encourage all members of the College Community to recognize and act on the personal responsibility of helping to ensure the general cleanliness of the campus.	VP. Admin.	X	X			
	7.6 Develop a plan and process to become a model sustainable development (environmental, social, economic) College.	• Establish strategies to incorporate sustainability principles into College campus planning.	VP, Admin.	X	X			
		• Develop processes to involve College members in learning, acting on and implementing sustainability principles.	VP, Admin.	X	X			
		• Implement strategies to encourage waste reduction, energy efficiency and other sustainable development practices.	VP, Admin.	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
8.0	**CONTINUE THE COLLEGE'S PARTICIPATION IN GLOBAL EDUCATION.**							
	Key Measures: • *The numbers of international students increase.* • *The number of international staff and student exchanges increase.* • *The number of Red River College programs and services exported to the international market* increase.							
	8.1 Develop a global orientation within Red River College programs and services.	• Provide for international student and staff exchanges.	VP, PTD	X	X	X	X	X
		• Ensure that curricula are relevant to the realities of a global marketplace.	SAC	X	X	X	X	X
	8.2 Enhance global access to college programs.	• Deliver joint venture training initiatives in selected international markets.	VP, PTD	X	X	X	X	X
		• Develop Internet delivery capability for college programs.	SAC VP, PTD	X	X	X		
		• Explore visa access strategies with relevant posts abroad.	VP, PTD	X				
	8.3 Increase the participation of international students at Red River College.	• 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.	VP, PTD	X	X			
		• Enhance and expand upon existing promotional materials to include non-print materials (video, internet, etc.).	VP, PTD	X				
	8.4 Develop Red River's training capacity for export.	• Increase the number of custom-designed training programs/products offered to international clients.	VP, PTD	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Prepare funding submissions for consideration by a number of Overseas Development Agencies (e.g., Asia Development Bank, World Bank, etc.).	VP, PTD	X	X	X	X	X
		• Identify and undertake the steps necessary for Red River to become "export ready".	VP, PTD	X	X			
		• Establish internal mechanisms and procedures to support higher risk international projects.	VP, PTD	X	X	X		
		• Integrate product promotion and marketing strategies for international student recruitment, and project work.	VP, PTD	X	X			
9.0	**STRENGTHEN COLLABORATION AND PARTNERSHIPS.**							
	Key Measures: • *There are increasing numbers of program accreditation agreements, institution transfer agreements and partnership agreements.* • *The cooperative education model or the work experience model is incorporated into an increasing number of programs.* • *Individual agencies and corporations work with and support the College.* • *Business & industry partners provide equipment, facilities and/or technology to RRC.*							
	9.1 Articulate college programs with high schools, universities and other colleges.	• Articulate all diploma programs with a university degree program where appropriate.	VP Academic	X	X	X	X	X
		• Develop articulation agreements with school divisions in Manitoba as appropriate.	VP Academic	X	X	X	X	X
	9.2 Develop joint degree programs to meet the needs of business, industry and the community.	• Develop articulation agreements leading to joint degrees in Science and Education where appropriate.	VP Academic	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
	9.3 Build partnerships with corporate and government consumers of education.	• Identify "key accounts", assign a key account manager, and develop appropriate internal and external processes to serve them.	VP, PTD & VP Academic	X	X			
		• Identify major corporate clients, determine their training needs, and prepare proposals for partnerships.	VP, PTD	X	X	X	X	X
		• Become preferred training supplier to major corporate clients.	VP, PTD	X	X	X	X	X
	9.4 Develop, implement and assess continuously the contract training strategy.	• Ensure the strategy and model is communicated internally and externally.	VP, PTD	X	X			
		• Integrate contract training thinking to capitalize on emerging market opportunities throughout the College.	VP, PTD	X	X			
		• Review contract training policies, best practice guidelines and procedures manual.	VP, PTD	X	X			
		• Review appropriate contract training systems for registration, enrolments, financial transactions, etc.	VP, PTD	X	X			
	9.5 Build partnerships with the Students' Association.	• Review current partnership agreements and develop formal partnerships with the Students' Association covering the business relationships in key areas such as the SA Building Development Agreement.	Dean, SS & VP, Admin.	X				

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• 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; codes of ethical conduct, complaints process, etc.	Dean, SS &	X	X	X	X	X
	9.6 Partner with the community to address college requirements for equipment, facilities and technology.	• Implement and expand co-operative type education delivery to access equipment in industrial plants and factories.	Deans	X	X	X	X	X
		• Pursue opportunities to deliver printing services at a profit with other publicly funded organizations that could benefit from the commercial digital printing technology.	VP, Admin.	X				
	9.7 Build partnerships with Aboriginal governments, agencies and educational institutions.	• Expand relationships with First Nations, Metis, Inuit and Urban Aboriginal governments.	VP Academic, & PTD / SAC Dean, AATE	X	X	X	X	X
		• Cooperate with established and developing educational bodies and agencies.	VP Academic, & PTD / SAC	X	X	X	X	X
	9.8 Build relationships with the Province of Manitoba and the Government of Canada.	• Review and respond to the governments' innovation agendas.	PC SAC	X	X	X	X	X
		• Establish strategies to work cooperatively with government at the strategic level.	PC SAC	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
10.0	**EMPLOY COLLEGE RESOURCES EFFECTIVELY AND EFFICIENTLY AND ACHIEVE FINANCIAL STRENGTH AND STABILITY.**							**10**
	Key Measures: • *College revenue, including fundraising, meets or exceeds targets.* • *Distribution of revenue is appropriate among key participants including students, College strategic business units, the Province, businesses and the general community.* • *College operates within budget.* • *Operational goals/objectives have been achieved or advanced.* • *Program and service costs are comparable with like institutions.* • *Public perceives the College as an effective, efficient and accountable institution.* • *Managers have appropriate information for decision-making.* • *Minimal legal or liability issues are experienced by the College.*							
	10.1 Expand revenue base.	Government grants: • Develop communications strategies for working effectively with COPSE & obtaining government recognition of College future needs.	BOG PC	X	X	X	X	X
		• Lobby for multi-year funding from government.	BOG PC	X	X	X	X	X
		Tuition: • Work with Board of Governors and COPSE to develop an appropriate tuition strategy.	CFO BOG	X	X			
		Apprenticeship: • Work with Apprenticeship Branch to establish a pricing model for apprenticeship training that ensures colleges are properly funded for apprenticeship training.	CFO & VP Academic	X	X	X	X	X
		Strategic Business Units: • See other parts of strategic plan for various actions (including strategy 10.2).	Various	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		Fundraising: • See Objective 11 for various actions.						
		Other: • Explore opportunities for alternative revenues.	PC	X	X	X	X	X
		• Develop more aggressive investment strategy for College funds.	CFO	X	X			
	10.2 Encourage sound business practices.	• Develop in-house training sessions for managers (internal control, capital budget decisions) with training provided by the Financial Services Division.	CFO	X	X	X	X	X
		• Encourage entrepreneurial performance by exploring alternative remuneration models for individuals and other incentives for departments and units.	HRS	X				
		• Investigate incorporation or alternate business forms for some activities.	CFO & VP, Admin.	X				
		• Promote changes to the Colleges Act that encourage entrepreneurial practices and support the development of alternative sources of revenue.	PC / BOG	X	X	X	X	X
		• Explore the use of the SBU model for other activities, e.g., Computer Services, Financial Services, Academic units.	VP, Admin. & CFO	X	X	X	X	X
		• Evaluate non-core business activities to see if they should continue to be operated in-house or whether alternate arrangements should be made.	PC	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Strengthen profile of Financial Services division as internal business advisors.	CFO	X	X	X	X	X
		• Maintain an appropriate level of operating reserve.	CFO	X	X	X	X	X
		• Investigate creation of reserves for specific purposes, e.g., major capital projects.	CFO VP, Admin.	X				
		• Reduce capital deficit.	CFO	X	X	X	X	X
		• Evaluate financial software to ensure it continues to meet the College's internal and external reporting needs.	CFO	X	X			
		• Manage vacation and severance pay liabilities and eliminate related deficit.	CFO	X	X	X	X	X
		• Ensure current risk management procedures are employed to protect the College, the Board of Governors, employees, students and volunteers.	VP, Admin.	X				
		• Enhance the scope of the Risk Control Committee to ensure college-wide risk assessment.	VP, Admin.	X	X			
		• Develop risk control policies.	VP, Admin.	X	X	X	X	X
		• Review all current policies.	VP, Admin.	X	X	X	X	
		• Increase knowledge and awareness of risk, control and insurance protection.	VP, Admin.		X		X	
	10.3 Allocate resources appropriately.	• Expand a multi-year budgeting process.	CFO		X			
		• Revise capital budget process to include business concepts such as ROI, etc.	CFO	X	X			
		• Establish a benchmarking program.	Dir. RP	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• 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.	VP, Admin.	X	X	X	X	X
11.0	**ENHANCE THE IMAGE AND COMMITMENT OF THE COLLEGE AMONG STAFF, STUDENTS AND THE EXTERNAL COMMUNITY.**							
	Key Measures: • *Staff, students, and members of the external community exhibit a high level of satisfaction with the College.* • *Government(s) acknowledge the importance of the College in the post-secondary education system and its contribution to the economy of the province.* • *College alumni database achieves targets for revenue and growth.* • *Scholarship/bursary/endowment and other approved fundraising targets are achieved.*							
	11.1 Expand and improve internal and external communications.	• Implement a Multi-media campaign - integrated with the overall campaign for the Princess Street Campus and new initiatives.	Dir. M&PR	X	X	X		
		• Maintain a communications capacity in the Marketing and Public Relations Department.	Dir. M&PR	X	X	X	X	X
		• Introduce the College's new logo mark on the tower of Building C, and on all regional facilities operated by the College.	VP, Admin	X				
		• Maintain the College web site to reinforce the new visual identity of the College.	Dir. CLR	X	X	X	X	X
		• Develop, implement, assess and continuously improve a specific means to communicate the College's strategic plan.	Dir. RP	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• 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.	Dir. M&PR	X	X	X	X	X
		• Measure the level of awareness and satisfaction among target audiences.	Dir. M&PR	X		X		X
		• Maintain a clear and consistent visual identity in all documents, publications, electronic media, and signage.	Dir. M&PR	X	X	X	X	X
	11.2 Develop and implement appropriate student recruitment strategies.	• Implement recruitment strategies aimed at addressing program needs and underrepresented groups such as filling identified excess capacity in specific College programs and increasing enrolment of sequential students.	Dean, SS & Dir. M&PR	X	X	X	X	X
		• Develop and implement a targeted communications plan for recruitment.	Dir. M&PR Dean, SS	X	X	X	X	X
		• Develop/acquire software to support active recruitment to ensure a higher conversion rate of inquiries to applicants; applicants to registrants who show up on the first day of class and persist.	Dean, SS	X	X			
		• Develop further content for the College web site, promoting RRC courses, through interactive video, testimonials, camera views.	Dir. M&PR	X	X			

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
	11.3 Support an environment of enthusiasm and participation within the College community.	• In consultation with staff, maintain a model to support Staff Club activities.	Dir. M&PR & CMC	X				
		• Introduce a program of "awards for excellence" and encourage application and nominations for outstanding achievement awards.	Dir. M&PR	X				
		• Develop, implement and support annual program of special events in cooperation and coordination with the Student's Association and volunteer staff organization.	Dir. M&PR	X	X	X	X	X
		• Develop strategies to support RRC participation in the philanthropic community.	Dir. M&PR / Dir. Dev.	X	X			
		• Identify and coordinate entry of college "teams" in community special events.	Dir. M&PR	X	X	X	X	X
	11.4 Develop a strong alumni association for the College.	• Develop a comprehensive alumni database and implement a strategy for revenue generation to "offset" the cost of providing alumni services.	Dir. Dev.	X	X	X	X	X
		• Support and encourage the development of program-specific alumni chapters in the College.	Dir. Dev.	X	X	X	X	X
		• Establish a program of special events and activities for alumni of the college and for retired staff through the RRC Heritage Group.	Dir. Dev.	X	X	X	X	X
	11.5 Increase success in College fundraising activities.	• Maintain a coordinated approach to fundraising for the College both internally and in the external community.	Dir. Dev.	X	X	X	X	X
		• Support the comprehensive fundraising capacity of the College.	Dir. Dev.	X	X	X	X	X

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Consider the establishment of a foundation in conjunction with the Board of Governors.	Dir. Dev. BOG	X	X			
		• Manage the capital campaign for Princess St./RRC.	VP, PTD Dir. Dev.	X	X	X		
12.0	ENHANCE THE LEARNING CENTRED FOCUS AND THE INNOVATIVE, AND TECHNOLOGICALLY ADVANCING ASPECTS OF THE COLLEGE.							
	Key Measures: • *Public and other colleges perceive RRC as a leader in post-secondary education.* • *Community awareness of, respect for and satisfaction with the College is high.* • *There is increased efficiency and effectiveness in accessing knowledge.* • *There are high levels of job satisfaction for staff.* • *Faculty and staff are able to document and share knowledge to facilitate problem solving.* • *There is an increased performance by learners on external measures of excellence.*							
	12.1 Advance RRC as learning centred college.	• Continue to develop and implement strategies that reward a culture of innovation and position the College as a learning based post-secondary institution.	PC	X	X	X	X	X
		• Develop strategies and support measures that advance a leaner-centred and learning-centred approach to instruction and assessment to develop students' critical thinking skills and respect for diversity in thinking and behaving.	SAC	X	X	X	X	X
		• Develop and support faculty and staff innovation initiatives that stress creativity, excellence and risk taking.	Dir. HRS	X	X	X	X	X
		• Develop and celebrate successes in moving to a learning culture in a variety of media.	Dir. M&PR	X	X	X	X	X
		• Conduct a knowledge management inventory and assessment.	Dir. RP		X	X		

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	*2005-06*	*2006-07*	*2007-08*	*2008-09*
		• Develop a knowledge management agenda for the College, identifying people, processes, artifacts and technologies.	Dir. RP		X	X	X	
		• Identify and conduct a pilot knowledge management project in a selected KM area.	Dir. RP			X	X	
	12.2 Integrate strategic thinking into the fabric of the College.	• Design, implement and evaluate a comprehensive strategic planning process.	Dir. RP	X	X	X	X	X
		• Establish a regular review of values.	Dir. RP	X	X	X	X	X
		• Communicate the process and content of the Strategic Plan.	Dir. RP / Dir. M&PR	X	X	X	X	X
		• Experiment with the use of appropriate web-based techniques in the strategic planning development process and communication of the plan.	Dir. RP	X	X	X	X	X
	12.3 Ensure the appropriateness of the organizational structure of RRC in view of the new realities in delivering education in the 21st Century.	• Review and organize the learning portfolio to accommodate program and enrolment growth and to establish a future focused structure.	PC / SAC	X				
		• Develop strategies to encourage interdepartmental discussion and exploration of opportunities and issues.	PC	X	X			
	12.4 Transform the image of the College.	• Define and evolve RRC's brand as a learning college and as a contributor to Manitoba's economic prosperity through an integrated marketing strategy.	Dir. M&PR	X	X	X		
		• Assess the public perception and impression of RRC on a routine basis.	Dir. M&PR Dir. R & P		X		X	

	OBJECTIVES/KEY MEASURES/STRATEGIES	ACTIONS	LEADERSHIP	TIMELINES				
				2004-05	2005-06	2006-07	2007-08	2008-09
		• Establish rapport with outside interests in lobbying on behalf of the College for recognition.	PC BOG	X	X	X	X	X
	12.5 Nurture an innovative and technology literate learning and work environment.	• Develop a strategy to achieve increased funding for the advancement of technology in all aspects of the College.	PC BOG	X	X			
		• Establish a program to encourage and reward faculty and staff in advancing their knowledge of innovation, technology, developing new adaptations of technology and integrating technology into their teaching and working systems.	PC / SAC	X	X			

Research and Planning Department
Red River College
D105 – 2055 Notre Dame Avenue
Winnipeg, MB R3H 0J9
(204) 632-2038
http://www.rrc.mb.ca/researchplan/