



RED RIVER COLLEGE

STEVENSON AVIATION  
& AEROSPACE TRAINING CENTRE

# RED RIVER COLLEGE

## STRATEGIC PLAN

2003-2008



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## President's Message

*Red River College is entering a new age.*

*The College is experiencing its largest expansion since the Notre Dame Campus was constructed nearly thirty years ago. New programs are introduced every year and enrolments are increasing dramatically. The first phase of the Princess Street Campus has opened with the second phase coming in 2003. Stevenson Aviation and Aerospace Training Center has been integrated with the College. Regional Campuses are growing in response to the needs of the local communities. There are more international and distance learners. The future will bring more focused growth in expanded opportunities for applied learning and research for Manitobans.*

*Red River College is transforming the learning community.*

*This Strategic Plan 2003-2008 is our framework for that transformation.*

*The vision and mission provide the foundation for all of our strategies and activities. The values express our principles, beliefs and standards for decision-making and action. The goals and objectives articulate the future focus of the College. The areas of strategic focus identify the priorities.*

*In a companion document, Red River College Operational Plan 2003-2008, strategies and actions provide specific directions for members of the College community. Performance measures allow us to see how well we are doing in achieving our vision.*

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

*We have an outstanding College, focused on successful student and staff learning; a college founded on the strengths of our traditions and moving forward on the creativity and commitment of our shared vision.*

*We have a plan for the future of the College. It is ambitious. It is realistic.*



Jacqie Thachuk  
President



## Context

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

The Plan is reviewed annually to ensure continuing relevancy. It is the fundamental basis for decision-making and sets the framework for all efforts at all levels of the institution.

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

Each year we:

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

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

## 2002 Process

The review process for 2002 consisted of two major activities, an environmental scan and internal consultations.

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

The internal review included:

- Enrolments,
- Program growth,
- Revenue trends and cost pressures,
- Student financial circumstances,
- Student & graduate assessments and outcomes,
- Facilities & services, and
- Major College actions.

The external scan included:

- Public policy,
- Demography,
- The economy,
- Learner & citizen relationships,
- Innovation & knowledge,
- Technology, and
- Education and training.

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

## Major Trends

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

- Public policy focus by the Province of Manitoba on increasing college participation:
  - Implementing the College Expansion Initiative to provide support for programming.
  - Developing the new downtown Campus on Princess Street.
  - Building innovation capacity, focusing on Bio-technology, Advanced Manufacturing, Aerospace, Cultural and New Media, Hydro and Environmental sustainability, and ICT.
  - Expanding apprenticeships.
- Government of Canada public policy focus on innovation strategies through developing a world-class workforce and supporting research, commercialization and patenting.
- A growing, young Aboriginal population in the province.
- Anticipated need for and growth in immigration.
- Anticipated shortages in the skilled work force.
- Increasing need for post-secondary education and training for the knowledge economy.
- Increasing focus on learning and learner-centred outcomes.
- Increasing role for colleges in applied research.
- Continuing cost pressures and revenue and funding challenges.
- Increasing demand for more advanced technical learning credentials such as applied degrees.
- Increasing emphasis on accessible education.
- Increasing need for Information and Communication Technology (ICT) literacy.
- Increasing International presence of RRC and increasing international students at RRC.
- Accelerating demand for e-commerce college transactions from learners.
- Continuing movement towards program and service availability on a 24/7 basis.
- Increasing requirements for professional growth opportunities for faculty and staff.
- Greater accountability required from post-secondary education institutions from all sectors.
- Increasing recognition of the value of partnerships among post-secondary education institutions and business, government, community agencies and labour.
- Increasing emphasis on seamless education through articulations to enhance the opportunities for learners.
- Increasing demand for and availability of e-learning opportunities for students.
- Greater student and staff mobility.
- Increasing competition from a broad range of education providers.
- Current global economic uncertainty but Manitoba is expected to grow above the Canadian average.

## Opportunities and Challenges Analysis

### Opportunities

- 1) Public policy focus on colleges in Manitoba
  - a) Understand, respond and leverage interest
  - b) Build on C.E.I. to support long term financial health
  - c) Princess Street Campus as fundraising and partnership launch pad
- 2) Innovation agendas (Federal and Provincial)
  - a) Recognition of the role of applied education and research in innovation
  - b) Provincial innovation priorities
  - c) Applied research, commercialization of products
  - d) Focus on building a highly skilled workforce
- 3) Increase in immigration to support labour force growth
  - a) College has expertise in PLAR, ESL & applied education for adults
  - b) Success in employment linked to economic needs
- 4) Growth and youth of the Métis, First Nations and Inuit communities and the urban Aboriginal communities
  - a) RRC has history of cooperation and ACCESS programs
  - b) Strong Aboriginal programming and extended and integrated programming
- 5) Human capital in the college
  - a) Strong internal expertise
  - b) Strong mix of instructor skills, experiences and links to the external community
- 6) Skilled trades shortage
  - a) History of college in delivering successful apprenticeship training
  - b) College responds quickly – build on the capacity to change
- 7) Knowledge economy
  - a) New jobs require post-secondary
  - b) Success factors include: human capital, innovation culture, ICT infrastructure, export focus
- 8) Globalization / North American Integration
  - a) Applied education and research essential resource for Canada and Manitoba in exports and trade relationships
- 9) Potential in key sectors
  - a) ICT, Bio-sciences, Advanced Manufacturing, Aerospace, Cultural and New Media, Hydro and Environmental sustainability, Health and Child Care
- 10) Learner centred post-education
  - a) Learner relationship building
- 11) Partnerships
  - a) RRC has experience and connections
  - b) Industry, government, labour, NGOs, other education institutions.
- 12) Build on positive image and reputation of RRC
  - a) Support from business community for RRC
  - b) Success in anticipating labour market needs
  - c) Focus on quality programs
  - d) Use Princess Street in initiatives
- 13) Increasing role of technology
  - a) Advances for curriculum design & delivery
  - b) Digital resources
  - c) 24/7 capability
  - d) E-commerce transaction for learners
  - e) Knowledge management
- 14) Growth in e-learning
  - a) Life-long learning, content in multiple modes
  - b) Technological improvements and spread of Internet
  - c) Be aware of the digital divide
- 15) City of Winnipeg downtown development initiatives

## **Challenges**

- 1) Maintaining financial stability
  - a) Significant cost pressures
    - i) Unavoidable costs such as Princess St. operating, salary and benefits, technology evergreen program, ACRS
    - ii) And others such as facility maintenance, technology, program equipment, classroom furniture, Princess St support, Notre Dame backfill
  - b) Challenge to achieve full recovery for all costs
  - c) Continue to diversify the revenue base
  - d) Historic under funding of the college system
- 2) Managing growth effectively (paradox of growth and contraction)
  - a) New programs funds put pressure on existing resources as costs increase and funding does not keep pace
  - b) Princess St. costs affecting needs at other campuses
- 3) Managing a multi-campus system
  - a) Maintaining organizational harmony, flexibility, integration, communication
  - b) Ensuring one college
  - c) Risk management in facility expansion
- 4) Technology
  - a) Retaining currency for academic purposes and administrative needs
  - b) Educational Technology Plan
  - c) Maintaining program currency in an era of rapid technological change
  - d) Cost of technological retooling
- 5) Developing human resources (faculty and staff)
  - a) Maintaining a safe and healthy work environment
  - b) Recognizing and supporting staff in situations of overwork and burnout
  - c) Acquiring, compensating and retaining faculty and staff
  - d) Succession planning
  - e) Providing rewarding staff development opportunities
  - f) Ensuring diversity
  - g) Facilities to allow synergies of staff, programs and equipment
- 6) Values – maintaining and reinforcing with a changing workforce
  - a) Ensure inclusiveness in the staff composition
- 7) Engaging the Aboriginal population
  - a) Developing relevant and appropriate programming
  - b) Increase focus and perspective and community development on campus
  - c) More funding for ACCESS programs
- 8) Upgrading of academic skills for mature learners
  - a) Mature high school diploma
- 9) Maintaining affordability
  - a) Tuition and other fees (laptops)
- 10) Encouraging innovation balanced with risk management
  - a) Programs / services / credentials
  - b) New delivery methods
  - c) Research and development
- 11) Accelerating change requires a closer monitoring of economic, social, public policy, learner & education trends
  - a) Ensure research is current, accurate and accessible
  - b) Balanced scorecard approach
- 12) Maintaining relevancy, currency and accreditation of programs
- 13) Ensuring appropriate student support services
  - a) Supports for the whole learner
  - b) Retention and graduation improvements
- 14) Facility and grounds improvements at Notre Dame campus
  - a) Accessibility issues
- 15) Need for lifelong learning with an aging population

## Evaluation and Measurement

Every year progress on the strategies and action statements in the Operational Plan is reviewed and documented.

This allows the College to measure success and alter planned actions where external or internal events dictate.

A companion document, **Progress in Achieving the Vision 2002**, provides an overview of achievements in 2002.



## A Statement of Values

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

### **Learning.**

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

### **Respect.**

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

### **Inclusiveness.**

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

### **Integrity.**

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

### **Healthy environment.**

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

### **Contribution to Community.**

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



## **Vision**

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

## **Mission**

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

## Goals

### **Learning Quality:**

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

### **Growth:**

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

### **Dynamic and Respectful Learning Environment:**

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

### **Infrastructure Enhancement:**

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

### **Financial Strength:**

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

### **Community:**

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

## Objectives

1. Deliver high quality programs and services that focus on the learner.
2. Increase student success.
3. Increase program offerings and ensure that programs and the mix of programming responds to the diverse and changing needs of Manitobans and the workplace.
4. Provide optimal accessibility to programs and services.
5. Recognize, strengthen and reward the capabilities and contributions of employees and support a respectful workplace.
6. Integrate information technology in the delivery, operation and management of all College programs and services.
7. Provide a safe and well-maintained environment for working and learning.
8. Continue the College's participation in global education.
9. Strengthen collaboration and partnerships.
10. Employ college resources effectively and efficiently to achieve financial strength and stability.
11. Enhance the image and commitment of the College among staff, students, alumni and the external community.
12. Enhance the learning-centred focus, innovative and technologically advancing aspects of the College.

## Areas of Strategic Focus

The RRC Strategic Plan addresses the wide range of programs and services in the College's portfolio. The Operational Plan details comprehensive strategies and actions. Within that range, the 2002 process identified thirteen areas of strategic focus, as follows:

- **Innovation:** the economic, cultural and social development of the province is linked to quality applied education and applied research. There will be an emphasis on establishing an innovation and applied research initiative as an integrated aspect feature of the College.
- **Advancing the educational opportunities for Manitobans.** The knowledge economy places a premium on learning. Increasingly jobs require higher levels of education and training. RRC will respond to this need by developing a strategy to advance educational opportunities through improved access to upgrading for mature learners and through enhanced credentials, including joint degrees, articulation arrangements and applied degrees.
- **Aboriginal education.** The Aboriginal population in Manitoba is growing and will constitute an ever-greater proportion of the labour force. RRC has history of ACCESS, extended and integrated initiatives. The College will emphasize new and expanded programming and supports for Aboriginal learners both on and off campus.
- **Immigration and the College.** Population and labour force growth will be partly driven by immigration in Manitoba. RRC will continue to develop an immigrant supportive culture to provide the programs, strategies, and supports necessary for learning success for immigrant students.
- **Government relations.** Success for Manitoba involves the intersection of public policy initiatives from the federal, provincial and municipal levels. The Province of Manitoba has been highly supportive of the College. RRC will improve relations with all levels of government through an understanding of their imperatives and strategic advocacy.
- **People Strategy:** The key resource for a learning organization is its people. It is essential that RRC attract, retain, renew and reward its people appropriately. A proactive HR Policy Strategy, including positive labour relations, will be an emphasis for implementation. As well, the restructuring of the learning portfolio will be key.
- **Partnership:** Strategic partnerships are critical for the successful delivery of quality programming in quality facilities with quality equipment linked to community needs and learner outcomes. There will be an emphasis on fostering strategic partnerships, including establishing and supporting fundraising capability
- **Financial Stability:** The College is facing significant cost pressures and revenue challenges. A particular emphasis in 2003-2004 will be on Princess Street Campus issues. Issues of an aging infrastructure and renewal at Notre Dame will also be important. A long-term strategy is required for managing the College's financial future through balanced, sustainable revenue sources. A progressive tuition policy is part of this..
- **Learner supports.** The College is learning centred and will continue its improvements of student success initiatives.
- **Multi-campus planning and risk management.** RRC is a multi-campus system with Notre Dame, Main Street, Princess Street Campuses, Stevenson Aviation, an emerging virtual campus and expanding Regional Campuses. These include personnel, equipment, administrative and infrastructure commitments. A risk management perspective is essential to ensure that long-term commitments are sustainable. An emphasis will be placed on planning and managing these developments.
- **Academic Programming Expansion.** A review of the strategy will be a key focus. This will involve a study of the strategic sectors in relation to government directions, including bio-technology and Hydro and energy.
- **Technology:** Investments in information and communication technologies are critical for RRC. This involves systems renewal and a strategy for e-learning, e-commerce and e-business initiatives.
- **Health and safety.** There will also be a focus on environmental health and safety matters for ensuring a safe workplace in view of the new legislation and the College's commitment to a healthy environment.

## Key Principles of a Learning College

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

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





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