



**STRATEGIC  
PLAN**  
2016 → 2021

# STRATEGIC PLAN

2016 → 2021

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## VISION

Red River College will be recognized globally for excellence in applied learning, research, and innovation.

## MISSION

Together, we learn, teach, challenge, innovate and find solutions to build a better future.

## VALUES

Learning • Respect • Inclusiveness • Integrity • Sustainability • Service to Community

## STRATEGIC THEMES AND GOALS

### Advance Indigenous Achievement

1. Enhance the environment supporting Indigenous student success
2. Strengthen partnerships with Indigenous communities

### Elevate Student Success

1. Integrate international students and global perspectives into College programs
2. Ensure the student experience is intellectually rigorous, experientially robust and employer-relevant

### Foster Sustainable Growth

1. Support employee development and engagement
2. Enhance the College's financial sustainability
3. Decrease the College's environmental footprint

### Cultivate Strategic Partnerships

1. Build intentional partnerships that align with our Vision and Mission and expand capacity
2. Support the growth of enterprises and entrepreneurs through training and research



MESSAGE FROM

# PAUL VOGT PRESIDENT AND CEO

Today, more than ever, there is a need for post-secondary education to play an important role in driving Manitoba's economy. Since its beginning, Red River College has been central to the growth and success of our Province and has continually responded to the ever-increasing demand for highly trained and highly skilled graduates to meet the needs of our growing and diverse economy.



The College is central to Manitoba's success. When Red River College succeeds, so does Manitoba.

We're an institution of great people who do amazing things every day. Sometimes it's easy to see the College as a long-standing Manitoba institution, one that has provided training and education for almost 80 years. While that is a big part of who we are, we're so much more than that.

Our new five-year Strategic Plan, which has been designed with your input, will chart a course that will empower Red River College to continue being a leader and a driving force that will support and help our economy grow.

Not only will our Strategic Plan support the priorities and themes developed in our Academic and Research Plan, it will afford us the opportunity to continue focusing our work on what matters the most, and allow us to develop our areas of excellence and four key strategic themes that will continue to shape our institution.

This plan isn't about recognizing what we have already accomplished. It's about the work we have left to do, and how we will go about accomplishing it over the next five years. Within this plan are a

set of values, along with a mission and a vision that will help us as we tackle our ambitious strategic themes and initiatives.

We will approach the next five years with a renewed spirit and energy focused on creating more opportunities to ensure Red River College remains responsive to the needs of industry, our students, our employees and our province.

We will continue to transform our spaces and expand our services as our province evolves, so we can meet the needs of our partners in business, industry, government and the community, and ensure our education remains relevant and accessible.

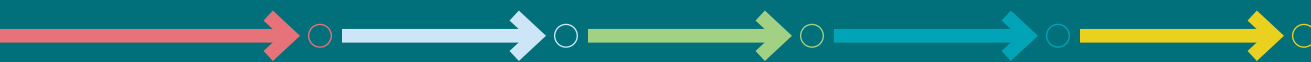
The 2016-2021 Strategic Plan is an ambitious one. It demands that we – as an institution – continue to draw on our shared expertise, and our experiences, and it encourages us to be innovative and responsive to the changing demands of post-secondary education – not only here in Canada – but, around the world.

I am excited to be your President during this time of change and renewal for our institution, and I look forward to celebrating our many successes as we walk this new path together.

Paul Vogt

PRESIDENT AND CEO  
RED RIVER COLLEGE

# PLAN DEVELOPMENT



The new five-year Strategic Plan was developed under the direction of the Strategic Plan Governance Committee, a subcommittee of President's Council. Chaired by the Vice-President, Student Services and Planning, the role of this committee is to oversee and promote the strategic planning process and the subsequent implementation of the College's Strategic Plan.

Members of the Strategic Plan Governance Committee:

|                  |                        |
|------------------|------------------------|
| Dr. Mark Aquash  | Cindee Laverge (Chair) |
| Ashley Blackman  | Christine Payne        |
| Darka Burczynski | Marni Russell          |
| Neil Cooke       | RaeAnn Thibeault       |
| Sherrie Novak    | Graham Thomson         |
| Maura Leahy      | Gabrielle Vigelius     |

Community feedback in the initial development of our themes was broad and inclusive.

After analysis, focus of the broad areas came from:

- The Manitoba Business Leaders Index
- Internal and external consultation for the Academic and Research Plan
- The Premier's State of the Province address
- Higher Education Strategic Associate's Key Challenges for RRC paper
- The Global Philanthropic Campaign Study
- RRC President's Council Emerging Issues
- Manitoba's Post-Secondary Education Strategy, Board of Governor's feedback
- Previous plan themes
- RRC's International Education Plan and the Indigenous Achievement Framework.

As a result of this feedback, we developed four themes:

1. Advance Indigenous Achievement
2. Elevate Student Success
3. Foster Sustainable Growth
4. Cultivate Strategic Partnerships



Open Cafés were hosted at eight campus locations to pose the question:

“What is the one thing we can do to make a difference over the next five years that would have the greatest impact in helping us achieve our vision?”

The Open Cafés were inspired by the ‘Open Space’ model developed by Harrison Owen in 1982. An informal environment was created around the concept of the Parisian Café where participants could talk about the themes that most interested them. The opportunity to have discussions about individual interests and passions generated thoughtful feedback from fully engaged participants.

We heard from over 290 staff and faculty at Red River College and collected more than 1,674 points of feedback. These data points informed common areas of focus that have been developed into themes and initiatives in this document.

A second consultation process with our College community focused on narrowing down and prioritizing the initiatives. The goal was to develop a plan that is achievable, results-oriented and sized to our organization.



# OUR CHANGING ENVIRONMENT





# COLLEGE CONTEXT

Red River College is Manitoba’s largest institute of applied learning and the province’s only polytechnic, offering more than 125 full- and part-time degree, diploma and certificate programs. Based in Winnipeg, with nine campuses in Manitoba, RRC has more than 22,000 individual registrants in a broad range of programs from apprenticeship training to baccalaureate degrees and graduate certificates. With a 95% graduation employment rate, RRC graduates are career-ready and possess the skills required to quickly become leaders in their chosen fields.

At RRC, we take pride in our students’ achievements. They are the reason we are here. Our goal is to provide the highest quality education available – leading our learners to achieve their goals. We strive to keep our curriculum on the cutting

edge through the use of state of the art equipment and through partnerships with communities and industry.

Our aim is to steadily meet and foresee the job market’s evolving requirements. We employ committed staff and faculty

dedicated to ensuring each student is armed with the knowledge and skills to succeed in today’s multi-skilled workforce.

RRC’s Strategic Plan takes into account two strong forces: demographics and the economy.

## DEMOGRAPHICS

Canada’s eastern provincial populations are aging and there is a need to support a growing number of older citizens. With the declining numbers of youth and working-age people participating in post-secondary learning, labour market needs will not be met. Manitoba is not facing this fate at the same rate due to two populations: Indigenous peoples and new immigrants. The former reflects higher birth rates and the latter is a testimony to the success of Provincial policy.

However, the two populations with the strongest growth are also those with the highest labour market vulnerabilities - for the Indigenous population due to the low levels of education attainment and the immigrant populations due to underemployment. For members of these populations, these measures point to profound limitations on their prospects. For Manitobans, improving these outcomes also promises significant improvements for our overall social and economic well-being.

## ECONOMIC ENVIRONMENT

Aggregate demand in the economy remains strong, and the province has weathered the downturn better than many. But the looming issues for the economy as a whole are lagging productivity and innovation. Productivity is the secret ingredient that allows incomes and social well-being to rise without putting negative pressures on the economy. In the face of globalization, technological change, and the challenges of global warming, productivity and innovation need to improve.

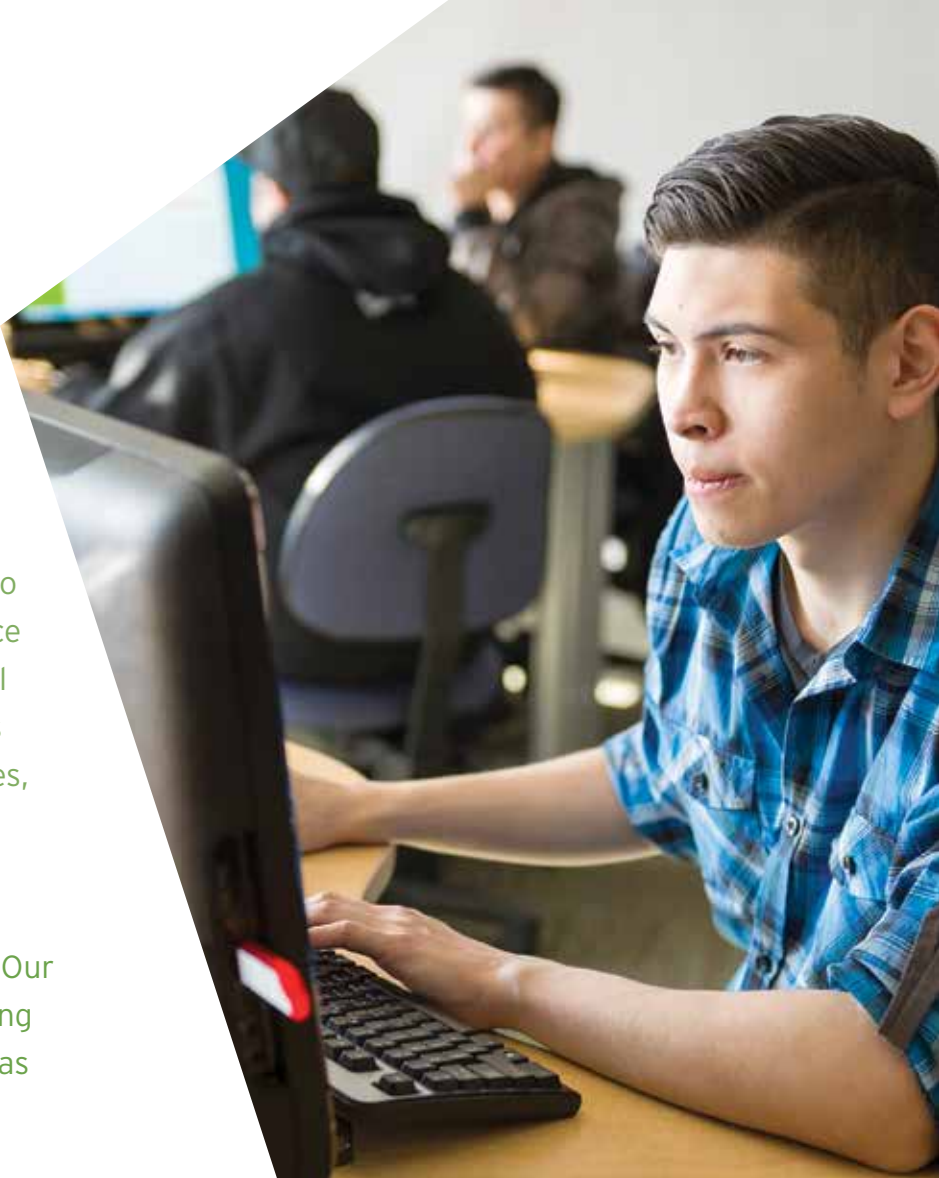


## RESEARCH AT RRC - GROWTH AT THE COLLEGE

Since 2004, applied research at RRC has grown exponentially. Because of its contribution to productivity and innovation, Applied Research is critical to industry and to the Manitoba economy. Applied research is also a vital component in the evolution of academic programming, and helps keep our instructors and staff current.

Engaging in applied research is becoming pivotal to the success of our students. It is for this reason that the new Academic and Research Plan has made Applied Research a strategic theme. Fundamental to the growth and success of Applied Research are the partnerships the College develops with industry and the community. Given its societal and academic relevance, applied research is critical to achieving the vision of the College.





## AREAS OF EXCELLENCE

Red River College is known for being a leader in many areas of applied learning, research, and innovation. We are a driver of the Manitoba economy and are critical to providing the skilled graduates our province needs in our fast-paced, competitive global environment. We match industry problems and needs with College expertise, resources, capabilities and facilities. This coordinated effort delivers practical solutions and innovation to industry, while enriching the experiences of students, faculty and staff. Our vision for the future is ambitious. By building on our strengths, we will focus on four areas of excellence:

### SOCIAL INNOVATION

Programming and research that meet social needs, from working conditions and education to community development and health. It's part of our Mission - to find solutions to build a better future.

### INTERDISCIPLINARY COLLABORATION

Collaborating between disciplines to better prepare our students for the rapidly changing working environment.

### INDIGENOUS ACHIEVEMENT

Delivering excellence in partnerships and networks, incorporating Indigenous knowledge, philosophies, perspectives and content with innovative and relevant programming.

### CLEAN, GREEN AND EXTREME TECHNOLOGIES

Leading in research and programming that supports clean transportation, sustainable construction, advanced design technologies, green buildings and extreme weather testing.



Red River College will  
be recognized globally  
for excellence in applied  
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Together, we learn,  
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# MISSION

# STRATEGIC THEMES

The College's Strategic Plan is based on strategic themes that provide structure, support and boundaries. These high-level strategies form the basis for our plan, in which initiatives have been developed. These themes and initiatives are areas in which RRC must excel in order for us to achieve our vision.



# Advance Indigenous Achievement





Indigenous Achievement is vital to the success of the College and the province. The College will aspire to deliver excellence in Indigenous education by building community partnerships, incorporating Indigenous knowledge and perspectives, and introducing innovative and relevant programming.

RRC will work in partnership with Indigenous communities, families and students to improve Indigenous retention and graduation rates through the provision of culturally relevant applied learning and student support. RRC will seek to infuse the Indigenous voice into all programs and support services by drawing on guidance from the College's Elders and the Indigenous Strategic Council.

The four quadrants of the RRC Indigenous Achievement Plan (Learning, Support, Community, Environment) were shaped by an ongoing dialogue with students, staff and stakeholders, as well as recent initiatives that have brought Indigenous education into the national spotlight.

The RRC Indigenous Achievement Plan specifically addresses:

- Manitoba Collaborative Indigenous Education Blueprint;
- Truth and Reconciliation Commission of Canada: Calls to Action;
- Manitoba Aboriginal Language Strategy;
- Colleges and Institutes Canada Indigenous Education Protocol;

Ultimately, it is by taking on greater responsibility with Indigenous communities as self-determining partners, along with valuing and embracing the seven sacred teachings (Wisdom, Love, Respect, Courage, Honesty, Humility and Truth), that RRC will address Indigenous transitions, outreach, engagement, access, innovation, teaching, learning, research and student success.

#### Goals:

1. **Enhance the environment supporting Indigenous student success**
2. **Strengthen partnerships with Indigenous communities**



# Elevate Student Success

Students come to Red River College to increase their knowledge and learn skills that will make them more employable. While preparing students for their first job after graduation, we want to ensure that they acquire a flexible set of skills that will serve them throughout their careers.



To be successful in the workplace, our graduates need technical, communication and innovation skills. We will build these skills by enhancing the student experience both in and out of the classroom. We will provide students with opportunities to practice problem-solving, hone their innovation skills, strengthen their ability to communicate and work within teams, and acquire real-life experience by working with employers.

While the outcomes desired by employers guide us, the perspectives, needs and expectations of our culturally diverse student body also have to be addressed. All students, including international and Indigenous, come to Red River College with expectations for their college experience and hopes for the future. With relevant and appropriate academic programming, student services, extra-curricular opportunities, experiential learning and continuing education, we will support the success of all RRC students.



There are fundamental changes taking place in the way education is provided, assessed and resourced, yet the vital role of faculty in elevating student success remains as important as ever. Supporting faculty development and enhancing instructional practise are key requirements for meeting students' needs. Well-trained faculty working in concert with passionate support staff and administrators will lead to better outcomes for students, graduates and the community.

Elevating student success also requires that the College prepare students to meet the needs of employers. In a world increasingly dependent on technology, the strategic use of technology is of paramount importance in the delivery of education. State of the art facilities and leading edge equipment are needed to prepare graduates for employment.

Work-Integrated Learning (WIL) will become a requirement for all employment-focused programs. This will require close integration with employers and the community in order to provide all students in those programs with a WIL experience prior to graduation. Co-ops, work placements, participation in applied research and clinical placements will be the key vehicles for WIL.

## Goals:

- 1. Integrate international students and global perspectives into College programs**
- 2. Ensure the student experience is intellectually rigorous, experientially robust and employer-relevant**



# Foster Sustainable Growth



As a publicly funded institution, we need to ensure our growth is reflective of the needs of our province today and into the future, and is carefully planned and sustainable.

RRC recognizes that it must embrace the three pillars of sustainability - social, economic, environmental - if it is to be truly successful in the long term. The social component focuses on people: students, staff and community. Providing relevant and high-quality education to a diverse group of students requires a highly trained and well-connected group of educators. College staff must be engaged in their fields and given opportunities to learn and develop so that they can better serve students and employers. These opportunities include formal education, professional development, and improvement of practices around leadership.

The College strives for economic sustainability, which includes revenue generation and cost avoidance. The former includes a fundraising campaign, increasing non-tuition grant contributions, and submitting proposals for funds that can support our development goals. The latter includes implementing best available quality assurance practices, process improvements and productivity enhancements, while ensuring the knowledge produced is shared for the benefit of all.

RRC embraces the principles and practices of environmental sustainability. We are developing a holistic, life-cycle approach to decision-making that considers all environmental impacts of our operations, seeking to minimize the impacts on air, land and water. Environmental sustainability will also be embedded within curriculum to educate students about their environmental footprints and equip them to bring this perspective to their future workplaces.

### Goals:

1. **Support employee development and engagement**
2. **Enhance the College's financial sustainability**
3. **Decrease the College's environmental footprint**



# Cultivate Strategic Partnerships

The development of strategic partnerships with industry and community-based organizations is integral to ensuring our programs meet the changing needs of students, employers and the province as a whole.

Strategic partnerships are critical to achieving our Vision and Mission. Partnerships bring many benefits to the College and its stakeholders. Employers provide meaningful Work-Integrated Learning opportunities that offer real-life experiences to students. For example, practicums, placements, Co-ops and Curriculum-Based Projects are some of the modalities that will be promoted to students and employers. Employers also support program development and renewal, helping ensure programs are relevant to their needs.

Manitoba organizations can also benefit from deeper partnerships with the College. Health care, business, manufacturing, construction, technology, transportation and other important sectors will have enhanced access to skilled talent, the expertise of faculty and the creativity of Red River's students.

International partnerships will enhance educational pathways for our students, open up avenues for applied research and support the global growth of Manitoba companies.

RRC has become a key player in the province's innovation eco-system through our industry driven applied research. The College's students, staff and facilities are being utilized to benefit start-ups, Small and Medium Enterprises, Large Enterprises and Social Enterprises. Student and community entrepreneurs will be encouraged and supported by RRC. Indigenous and social entrepreneurship will be major areas of focus.

## Goals:

- 1. Build intentional partnerships that align with our Vision and Mission and expand capacity**
- 2. Support the growth of enterprises and entrepreneurs through training and research**







WEB  
[rrc.ca/collegeplanning](http://rrc.ca/collegeplanning)