

Great Plains College  
STRATEGIC  
PLAN

**2022-2027**

*great plains*  
college





## **GREAT PLAINS COLLEGE**

is at the leading edge of Saskatchewan's regional college system. The college is focused on meeting the needs of students, employers and communities in Saskatchewan.

## STUDENTS AND EMPLOYEES

are at the heart of our business and we aim to optimize student and employee success.

## MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

**Great Plains College is an institution committed to being a leader in post-secondary education and labour market development in Saskatchewan. As Saskatchewan's population and economy evolve, so do the needs of our students, partners, employers and stakeholders. The following strategic plan addresses these needs and enables Great Plains College to chart its course for future success in our thriving, dynamic province.**

Great Plains College's newly refined strategic plan respects and builds on the integrity of our previous strategic plan and provides accountability through clearly defined goals, objectives and success measures. Our strategic plan also considers the provincial government's direction for economic growth and prosperity as outlined in the Saskatchewan Growth Plan 2020 to 2030. We will ensure that relevant training and education are provided to help the province meet its goals and objectives.

Over the next five years, our strategic plan will focus on the continued development of our most important assets: our people and our programs. Our people—students and employees—are at the heart of our business and we aim to optimize student and employee success. In addition to this, our program priorities—building partnerships and responding to labour market demands—fulfil our mandate and passion for providing valuable education and training programs to meet student needs along with business and industry requirements for qualified, skilled labour.

We sincerely thank all of those who participated in this process for their contributions to help create and define our future. Together over the next five years, Great Plains College will embark on its latest journey toward achieving our vision to "Be a leader in Saskatchewan to obtain growth, prosperity and quality of life through education and training".



**Brad Mahon**, President & CEO



**Cindy Lowe**, Board Chair

## ABOUT GREAT PLAINS COLLEGE

**Great Plains College is at the leading edge of Saskatchewan's regional college system. The college is focused on meeting the needs of students, employers and communities in Saskatchewan. By meeting those needs, we are working to build stronger leaders, careers, partnerships and communities.**

Great Plains College is proud to be part of the dynamic college sector that serves rural Saskatchewan. Saskatchewan Colleges are an important driver of regional economies through contributions to jobs and related wages and salaries, provincial gross domestic product and tax revenues.

The Great Plains College region spans the southwestern and west-central parts of Saskatchewan and includes over 115,000 people and more than 100,000 square kilometers. There are multiple locations in various communities, including Biggar, Kindersley, Maple Creek, Martensville, Swift Current and Warman, serving approximately 4,200 full-time, part-time and casual students annually.

Throughout our locations, we offer a number of post-secondary certificate and diploma programs as well as university courses, Skills & Safety Training, Adult Basic Education and English language training.

In addition to providing quality classroom and hands-on experiences, Great Plains College also provides student supports such as Educational Assistants, exam invigilation services and health and wellness programs. To meet the needs of the regional labour market and its employers, Great Plains College also offers customized training for business and industry to meet their training needs locally. Industries such as oil and gas, agriculture, health, hospitality, retail and service industries are supported by Great Plains College through its classroom and customized training efforts.





## THE STRATEGIC PLAN

**The strategic planning process included consultations with numerous stakeholders including the Board, the Ministry of Advanced Education, senior management, college staff and a range of external stakeholders and partners. The consultation process was completed through use of a survey and multiple interviews to provide valuable input to help determine the future direction of the college as a whole.**

Findings and results were reviewed by the Board and CEO with the assistance and oversight of the Ministry of Advanced Education. Results were further refined and incorporated into the development of the new strategic plan at comprehensive planning sessions held from late 2021 through to the end of March 2022. Planning sessions also included in-depth discussions on the vision, mission, strategic directions, and future goals of Great Plains College.

The resulting strategic plan combines all efforts, feedback and a shared vision for Great Plains College as a whole, rather than focusing on individual campuses or on the individual regions they represent. The new strategic plan continues to build on the successes evident from the previous strategic plan and the progress made in its four strategic priority areas. The strategic priority areas continue to focus on Great Plains College students and staff, building partnerships and responding to industry and community needs.

## ENVIRONMENTAL SCAN

As part of the strategic planning process, the Board and senior management team conducted an environmental scan through surveys and interviews to assess the internal and external environment in which Great Plains College currently operates. The outcomes of the scan were considered when renewing the strategic direction and subsequent goals of Great Plains College for 2022 to 2027.



## ○ VISION

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“Be a leader in Saskatchewan to obtain growth, prosperity, and quality of life through education and training.”

## ○ MISSION

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“To build and enrich careers, partnerships and our communities through education.”

### **REGIONAL COLLEGE MANDATE**

The Saskatchewan Regional Colleges Act defines the legislative mandate of all regional colleges in Saskatchewan.

### **The Act currently states:**

“A regional college may provide educational services or programs that fall within the following general categories: (a) university and technical institute courses provided by way of a contract between the college and a university or technical institute; (b) training programs that prepare individuals for a career or provide education with respect to health or social issues; (c) training programs paid wholly or partly by private businesses, non-profit groups or government agencies; (d) career services; (e) adult basic education, literacy and upgrading programs; (f) any other educational activities that the Lieutenant Governor in Council may prescribe in the regulations.”

# OUR VISION

“BE A LEADER IN SASKATCHEWAN  
TO OBTAIN GROWTH, PROSPERITY,  
AND QUALITY OF LIFE THROUGH  
EDUCATION AND TRAINING.”

# OUR MISSION

"TO BUILD AND ENRICH  
CAREERS, PARTNERSHIPS  
AND OUR COMMUNITIES  
THROUGH EDUCATION."

## VALUES

### ACCESSIBILITY

The college provides equitable opportunities for students to fully engage in our programs and services.

### EXCELLENCE

The college values excellence in service and quality learning experiences.

### COLLABORATION

The college engages in authentic dialogue to advance opportunities for those we serve.

### RESPONSIVENESS

The college is responsive to economic and social change and adapts its programs to meet educational and labour market needs.

### DIVERSITY

The college recognizes and respects the diverse needs, cultures, values, knowledge and contributions of all its stakeholder groups.

### WELLNESS

The college strives to nurture the health, safety and well-being of our students, staff and ultimately, our communities.

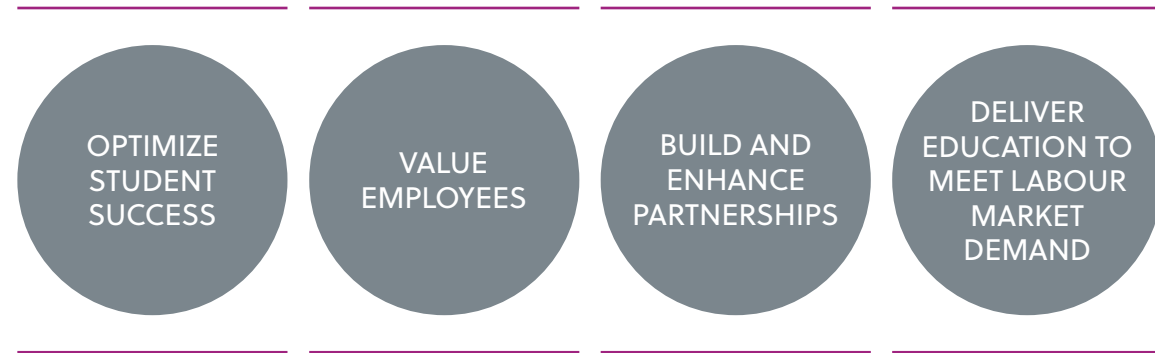
### SUSTAINABILITY

The college commits to social, economic, cultural and environmental sustainability.



# STRATEGIC DIRECTIONS

2022-2027



## THE PROVINCIAL CONTEXT

There are a number of factors that contribute to the overall success of educational institutions in Saskatchewan. In order for Great Plains College to achieve its vision to “Be a leader in Saskatchewan to obtain growth, prosperity and quality of life through education and training,” the college’s programs, services and priorities must respond to and reflect the trends related to Saskatchewan’s economy, population growth, demographics, labour market and government policies and priorities. With reference to the Saskatchewan Plan for Growth, the college will continue to build an annual business plan and strive to improve its institutional processes, and clearly define its goals, objectives and success measures to ensure that human and financial resources are aligned with stakeholder needs and the needs of the province.

## 1 STRATEGIC DIRECTION: OPTIMIZE STUDENT SUCCESS

**GOAL #1: IMPROVE PATHWAYS TO MEANINGFUL EMPLOYMENT OR FURTHER EDUCATION.**

### OBJECTIVES

1. Support strategic enrolment management (SEM) through monitoring and enhancing recruitment, conversion and retention.
2. Enhance transition to employment services, opportunities for work-integrated learning and essential skills development for students.
3. Expand our footprint within international education.
4. Facilitate Indigenous engagement to support participation in programs and services.

### WHAT SUCCESS LOOKS LIKE

- Continued strength in enrolment, conversion and retention rates.
- Qualified and prepared students that attain and maintain employment.
- Programs offer an effective mix of work-integrated learning and essential skills development.
- An increase in the number of students that ladder into further education.
- Diversification and growth of international recruitment, mobility, partnerships and sustainable development.
- Continued strength in Indigenous completion, graduation and employment rates.

## 2

## STRATEGIC DIRECTION: VALUE EMPLOYEES

**GOAL #2: SUPPORT THE WHOLE STUDENT TO OBTAIN CREDENTIALS, SKILLS AND EXPERIENCE.**

### OBJECTIVES

1. Support and promote diversity and inclusion.
2. Pursue best practices in teaching and learning including technology.
3. Enhance capacity to accommodate students with disabilities and barriers to success.
4. Support student health and wellness.
5. Provide opportunities for student engagement, leadership and growth.
6. Continue to modernize facilities and learning environment.

### WHAT SUCCESS LOOKS LIKE

- Learning environments that acknowledge and celebrate all cultures and global perspectives.
- Targeted investment and implementation of sustainable teaching and learning strategies.
- Reduction of barriers to student success and provision of academic accommodations.
- Holistic support of student health, wellness and engagement.
- Students are active leaders in their communities and demonstrate global citizenship.
- Maintenance and renewal plans for facilities, equipment and technology.

**GOAL #1: PROMOTE A SAFE, COLLABORATIVE AND RESPECTFUL WORK ENVIRONMENT.**

### OBJECTIVES

1. Support and promote diversity and inclusion.
2. Maintain investment in safety, security and privacy.
3. Enhance employee health and wellness supports.

### WHAT SUCCESS LOOKS LIKE

- A workplace culture of respect and collaboration is fostered.
- Policies, procedures and protocols are in place and utilized.
- Employee supports are effective.

**GOAL #2: ALL STAFF ARE ENGAGED, EMPOWERED AND HAVE THE RESOURCES TO DO THEIR JOB.**

### OBJECTIVES

1. Enhance employee learning, connection, engagement and communication.
2. Invest in and support the use of technology in teaching, learning and administration.
3. Encourage staff retention, advancement and transfer of organizational knowledge through effective workforce planning.

### WHAT SUCCESS LOOKS LIKE

- Enhanced staff engagement, job satisfaction, workload management and employee recognition.
- Provide in-service training and professional development opportunities that align with organizational goals.
- Use of technology is embraced, incorporated and supported in all aspects of teaching, learning and the workplace.
- Effective succession planning that supports transfer of organizational knowledge, internal promotion and staff retention.

## 3 STRATEGIC DIRECTION: BUILD AND ENHANCE PARTNERSHIPS

**GOAL:** BE AN EDUCATIONAL PARTNER OF CHOICE BY CREATING AND NURTURING SUSTAINABLE AND ACCOUNTABLE RELATIONSHIPS WITH STAKEHOLDERS.

### OBJECTIVES

1. Work with government agencies to secure increased funding for college and provincial priorities.
2. Seek alternative revenue sources to expand organizational capacity.
3. Cultivate new contributors and provide outstanding donor stewardship.
4. Investigate applied research opportunities consistent with the program and service strengths of the college.
5. Navigate change management and implementation of Enterprise Resource Planning (ERP) systems project alongside ministry and post-secondary partners.
6. Develop synergies with Regional College partners and the broader post-secondary sector.

### WHAT SUCCESS LOOKS LIKE

- Sustainable funding and organizational capacity is achieved to support operations and programming.
- Donor support is attained and fundraising targets are met.
- Applied research is initiated and undertaken.
- An effective ERP system is implemented with ongoing student and staff satisfaction.
- Projects of mutual interest and opportunity are realized throughout the sector.

## 4 STRATEGIC DIRECTION: DELIVER EDUCATION TO MEET LABOUR MARKET DEMAND

**GOAL:** ENGAGE STAKEHOLDERS TO DELIVER QUALITY TRAINING FOR REGIONAL AND PROVINCIAL LABOUR MARKET NEEDS.

### OBJECTIVES

1. Develop and implement program plans that are regionally sensitive and contribute to Saskatchewan's plan for growth.
2. Understand industry needs to define program opportunities, business development and customized training.
3. Ensure quality assurance practices support excellence in learning.
4. Encourage educational innovation that prepares students for success in employment.

### WHAT SUCCESS LOOKS LIKE

- Knowledge of stakeholder needs remains relevant and informs data-driven program planning and decision making.
- Quality assurance procedures are supported and measured by key performance indicators.
- Expand work-integrated learning opportunities for students to develop relevant skills.
- Employer engagement is present in our programs and services.



## LOOKING FORWARD

Great Plains College's 2022-2027 strategic plan provides the framework and direction to achieve its vision to "Be a leader in Saskatchewan to obtain growth, prosperity and quality of life through education and training" over the next five years and beyond.

The strategic directions will be incorporated into the Great Plains College business plan, unit plans and individual work plans to secure future success and growth as an organization. Operational, budget and capital planning will also consider the strategic directions and goals of the college moving forward.

By building on its strengths and exploring new opportunities, the college will continue to meet the needs of its students, business, industry and its stakeholders both now and in the future.

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