



Academic and Research Plan: THEMES AND PRIORITIES 2016 - 2021



Overview

This document outlines a new Academic and Research Plan for Red River College, for the five-year period 2016-2021.

The College's Academic and Research Plan will:

- Build on RRC's recognized strengths and achievements;
- Be grounded in a critical understanding of the College's environment and context;
- Reflect institutional realities, while offering new vision, energy and focus to lead the College to greater levels of achievement and performance; and
- Provide a simple but compelling framework for the Academic and Research Plan, with clear objectives and a high-level, actionable framework for their achievement.

Thank you to the members of the Red River College Academic and Research Plan Steering Committee:

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Ashley Blackman	Carol Girling	Eddy Lau	RaeAnn Thibeault
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Neil Cooke	Lori Grenkow	Don MacDonald	Dr. Christine Watson (Chair)
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Thank you also to Glen Fisher, Jackie Schach and Alex Usher of Higher Education Strategy Associates (HESA) for their guidance and support through the development of this Academic and Research Plan.

I. Introducing the Academic and Research Plan

Our Academic and Research Plan is a framework for action, which we will use to guide and inspire our work over the next five years. We will not only be giving shape and purpose to our day-to-day activities but designing and building the College of tomorrow.

Red River College is a large, comprehensive institute of applied education and research, serving communities across the province at eight different campuses, through a blend of full-time, continuing and distance education. We are one of the most research-intensive colleges in Canada.

The Red River College of today and of the future plays a central role in meeting the needs of the Manitoba economy for highly skilled and globally competent workers. Through applied research and innovation, we help our enterprises and industries succeed, and we help to address some of the major challenges that face our province.

Building on our established strengths and reputation, our Academic and Research Plan will shape the development of a 21st-century college that is:

- Strategically focused
- Renowned for the excellence of its programs, its teaching and its graduates
- A leader in applied research and innovation

II. Vision, Mission and Mandate

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.

Mandate: Produce graduates with the necessary skills to be successful in the workplace; equipped with a global perspective, the ability to function in a diverse environment, and a capacity for continuous learning. Partner with employers, government, educators and communities to deliver applied learning, research and innovation.

III. Setting the Scene

The Provincial Context

Migration

Manitoba's population is projected to reach almost 1.4 million by 2020, an increase of some 177,000 over the 2013 total of 1,281,600. Behind these overall numbers lies an important reality: the province will experience a significant outflow of Manitoba residents over this period.

Many of the workers needed to support the economic and social goals of the province will come through Manitoba's immigration strategy. Immigration is a vital contributor to the Manitoba and Canadian economies, with Manitoba having one of the most attractive immigration policies in Canada.

Red River College will play a pivotal role in responding to the needs of these new arrivals, positioning itself, both nationally and internationally, as a prestigious and highly attractive educational destination that provides efficient pathways for immigrants into the Manitoba labour market.

Indigenous Education

Manitoba has the highest percentage of Indigenous people among Canada's provinces, almost 17% of the provincial population. The Indigenous population moreover is young, with a median age of 21 – half that of the non-Indigenous population – and growing rapidly. According to a 2015 Statistics Canada report, by 2036, one in five Manitoba residents will be an Indigenous person.

This growth will have significant impacts on Manitoba's social and economic outcomes if current labour market and educational outcomes for Indigenous people do not improve. At present, 38% of Manitoba's Indigenous people aged 25-34 years do not hold a post-secondary certificate, diploma or degree, compared with 16% of the overall population.

Red River College will facilitate a process of meaningful engagement with Indigenous communities, ensuring access and success for Indigenous learners, and promoting greater social and economic participation by addressing the "Calls to Action" from the Truth and Reconciliation Commission, the Indigenous Education Protocol for Colleges and Institutes Canada (CICan), and as a signatory to the Manitoba Collaborative Indigenous Education Blueprint for Universities, Colleges and Public School Boards.

Economic and Labour Market Outlook

Over the timeframe of this Academic and Research Plan – between 2016 and 2021 – the Manitoba economy is expected to see in the region of 176,000 job openings. Slightly more than 175,000 new workers will join the workforce over this period.

Of these openings, 63% will require post-secondary education and

training. Red River College will play a crucial role in ensuring that these new entrants are appropriately skilled and job-ready. We will also continue to play a vital role in re-skilling and upskilling those who are already in the workforce and those looking to enter or re-enter the labour market.

The highest number of projected job openings (18% of the total) is in the occupational areas of business, finance and administration. This is followed by sales and service (16.9%) and management occupations (13.6%). Together, these three occupational groups are expected to account for almost 50% of the total.

The challenge for Red River College, faced with these demands, is to ensure strategic focus. We will actively monitor developments in the economy and the labour market, and engage with employers, entrepreneurs and decision-makers, to ensure that our mix of programs and qualifications is aligned with labour market requirements and the needs of the economy.

Provincial Policy

Collaboration, the 'deepening of partnerships' and 'closer integration within the PSE system,' are at the heart of Manitoba's post-secondary strategy. The strategy argues that better integration and coordination of post-secondary education in our province will ensure:

- Responsiveness to the needs of learners and economic opportunities
- Multiple learner pathways
- Accountability and inclusivity
- Excellence in teaching, research and student experience

There are other policy and legislative changes, also, that we must take into consideration. The *International Education Act* clarifies our obligations as a provider of international education, while the "Calls to Action" of the Truth and Reconciliation Commission, and the Province's policy framework for Indigenous education, require us to reflect deeply and critically on our role in ensuring meaningful access, inclusion and success for Indigenous learners, families and communities.

The 2015 Paris Climate Conference (COP21) and the release of Manitoba's Climate Change and Green Economy Action Plan highlight the need for action to shift to a low-carbon, resource-efficient and socially inclusive economy (known as the green economy). To truly address, adapt and respond to our changing world, sustainability practices must be embedded in everything we do, including our academic programs and research.

"We should base our planning on rigorous analysis of substantial and long term social, economic and technological trends.

We are not only a 'responder' to our environments but we are actually in a position to influence and 'shape' our environments."

Internal respondent

The Institutional Context

The Changing Shape of the Institution

Red River College is a large, diverse, evolving institution. Enrolments have grown by an average of 3% per annum over the past twenty years, a testament to the College's dynamism and confidence and to the steadily increasing demand, domestically and internationally, for our highly regarded programs.

Growth has been accompanied by significant changes in the program and qualifications mix, notably through the introduction of degrees and advanced diplomas. The College has seen strong demand for its Nursing and Construction Management degree programs. Advanced diplomas have been very popular with students who have existing post-secondary experience and are seeking specialized training.

Since RRC came into existence as a board-governed institution in 1993-94, the College's total full-time programs have increased by 77. For the same period, total part-time programs have increased by 88 (in other words, on average, the College has added four full-time and four part-time programs per year over the period.) As the needs of employers and the nature of workplaces have changed, accordingly programs have also been closed or significantly revised.

Apprenticeship training has been one of Red River College's most significant program growth areas. The number of apprenticeship programs since 1993 has increased by 16, from a base of 18 in 1993-94. Over the past decade alone, apprenticeships have expanded both in absolute terms and as a share of total enrolment, rising from 19.4% to just over 27% of the total.

Our student population is, on average, slightly older than the average college student population in Canada, and 43% of our learners come to the College with some post-secondary experience.

These changes in the program mix and shifts in enrolment – the age profile of our learners, the increasing share of apprenticeships, and the relative share of enrolments across disciplinary and occupational fields – raise important questions about how best to allocate limited resources to support key areas of strength, growth and emerging need.

“We need to have less talk and more action in engaging Indigenous students and communities. It is essential that the larger Indigenous community be involved in discussions on revitalization, recognition, relevance and relationships.”

Internal respondent

Indigenous Achievement

On average, Indigenous learners (First Nations, Métis and Inuit) comprise 16% of Red River College's total student enrolment. Unfortunately, our Indigenous learners experience greater attrition than non-Aboriginal learners (17% greater in diploma programs and 15% greater in certificate programs).

RRC's Mobile Training Labs serve to increase access for students in rural areas by aligning training programs with emerging industry needs. Community-

based programs allow students to remain at home to complete studies and maintain access to family and community supports while building labour capacity in rural and Indigenous communities.

Despite these efforts, stakeholder feedback confirms that we have not done enough to increase access and success for Indigenous learners. In response, the College has identified Indigenous Achievement as a strategic priority and has committed to developing, implementing and evaluating an Indigenous Achievement Plan that is sustainable,

accountable and capable of responding to evolving needs of Indigenous communities and students, current and future.

International and Immigrant Students

International education is a key part of the Province's and the country's strategy to attract and retain the talent that is needed to ensure economic growth and social development. Manitoba is an attractive province for immigration, and many international students who attend Red River College do so with the intent to immigrate to Canada. Based on a recent provincial immigration statistical report, at least 75% of Red River College's international students are likely to apply for immigration to Manitoba.

International visa student enrolment at Red River College has grown more than four-fold since 2008-09, from just over 400 in 2009-10 to over 1,100 students in 2014-15. International and immigrant students often come with previous post-secondary education and employment experience; their knowledge, skills and cultural perspectives enrich our institution and help us in our mission to train global citizens and workers.

“International education is the catalyst to the kind of global citizenry that will characterize the RRC of the future. In other words, the College needs what international and immigrant students bring every bit as much as they need the College.”

Internal respondent

To do this, we need to diversify our sources of international students and strengthen our support for international and immigrant students who may benefit from bridging and/or gap training to support language and socio-cultural communication skills necessary to be successful in today's labour market. We must also ensure that our instructors are given the support and professional development opportunities that they need to deal with our increasingly diverse student population.

At the same time we can leverage our applied research capabilities to develop new international partnerships and projects, secure international contracts, and provide international experience opportunities for Red River College's staff and students, who live and work in increasingly global environments.



Applied Research

Red River College is a recognized leader in applied research, with strengths in a range of areas including Clean Technology, Sustainable Infrastructure, Advanced Design and Manufacturing, and Early Childhood Development.

Over the past 10 years, the value of research awards has increased more than ten-fold, from \$150,000 in 2004-05 to over \$2M per annum for the past three years. Capital investment in research infrastructure totalled over \$18M over the period 2007-08 and 2011-12.

Despite these achievements, our applied research profile is often stronger externally than internally. Applied research needs to be seen as part of the College's core mission and be integrated more effectively into the College's overall planning and decision making.

The collective academic and research expertise of the College needs to be mobilized to help address some of the major challenges facing the province. Leveraging the College's strengths in partnership with communities and industries can contribute to both social and economic prosperity.

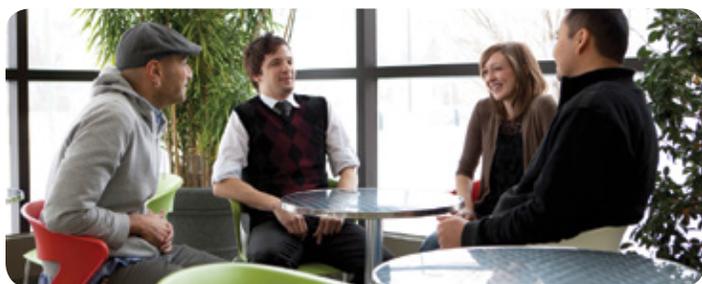
Regional Campuses

RRC's Regional Campuses continue to serve an important role in the reach of the College to meet local and regional needs, each with its unique program mix responding to community economic and social priorities, as well as changing demographics in Portage la Prairie (opened in 1985), Steinbach (1986), Winkler (1986), Interlake (1992) and Peguis-Fisher River (2008).

The regions and populations the Regional Campuses serve are very diverse, and thus, the culture of each Regional Campus is unique. Generally speaking, Winkler and Steinbach have a strong immigration trend in their areas and have a high number of sequential student enrolments (directly out of high school). Peguis-Fisher River, Interlake and Portage Campuses serve a high number of Indigenous students, and generally see a broad age-range within their student populations.

In 2007, Regional Campuses received ongoing permanent provincial government funding. To that point, most offerings had been part-time, continuing education and cost-recovery full-time programs. Permanent funding allowed growth in enrolments through financial accessibility for students; the funding created opportunities for affordable full-time programming for students in those regions.

In 2014, the Regional Campuses offered 38 full-time programs and 55 part-time programs, delivered both through cost-recovery and limited permanent government funding. Full-time enrolments vary greatly from year to year due to the timing of two-year diploma programs (first year often has a higher number of enrolments than second year) and contract training delivery. Course-based enrolments are trending downwards. This trend may be attributed to increased full-time program offerings at Regional Campuses, fewer general interest seminars/workshops being offered in lieu of more credit courses being delivered, and competition through growing online course and workshop deliveries that are increasingly available throughout the regions.



Sustainability

A commitment to financial, environmental and social sustainability has been at the forefront of the College's operational decisions and long-range planning priorities, and has rallied student and staff engagement. The College's demonstrated successes have resulted in being recognized as one of Canada's Greenest Employers for six consecutive years.

Manitoba recognizes that climate change has a significant environmental, social and economic impact, and our academic programs and research activities will support the emergence of the "green economy" as we collectively respond to the urgency of the impact of climate change.

Ultimately, the College's most significant and enduring sustainability impacts rest with our students, as future industry and community leaders. As a key driver of Manitoba's economy, instilling foundational and technical skills along with sustainability values and attitudes in our graduates will position them to succeed in the workforce today and in the future.

Stakeholder Perceptions

In preparing this Academic and Research Plan, Red River College consulted with a wide cross-section of internal and external stakeholders, within business, government and the community. External stakeholders expressed high regard for our applied model of learning, and the 'organic interaction' of Red River College faculty, students and employers was seen by many as a key differentiator and key to the College's reputation and success. It was recognized that when Red River College does well, the province does well. Conversely, where Red River College is weak, there is a risk to achieving the economic and labour market goals for Manitoba.

"RRC has the potential to position itself globally as a 'player.' There is great opportunity to leverage its strengths. It has a niche in the innovation economy that is unique."

External respondent

Amongst the challenges – and opportunities – that stakeholders identified were the following:

- Modernising our delivery methods, to include more flexible and more technology-based learning, take advantage of the new digital literacies, and address student expectations for open and on-demand learning
- Leveraging our leadership in key program areas and technologies, to build the College's reputation and carve a distinctive niche for RRC in the innovation economy
- Remaining agile, responsive and in touch with the changing needs of employers
- Confirming our academic long-term strategic direction
- Internal stakeholders expressed an eagerness to promote greater collaboration and more joined-up thinking across organizational and disciplinary boundaries, to break down organizational silos, reduce bureaucracy and make decision making simpler, more agile, and more responsive.

Academic and Research Plan: Themes and Priorities

Red River College is Manitoba's leading institute of applied education and research. Our strengths as an institution, and our reputation for excellence, provide the foundation on which we will build.

Five years from now, we expect Red River College to be a more agile and focused institution, while maintaining our role as "necessarily comprehensive" to meet the needs of our diverse industry and community. Our research will have made a significant contribution to addressing some of the most important challenges that face our province. We will be a destination of choice for Indigenous learners, immigrants and international students.

Our College will be at the forefront of a more flexible system of post-secondary provision, including a variety of learning pathways and joint programs for students. The internationalization of curricula, our inclusion of technologies in teaching and learning, and our close linkages and collaboration with industry will ensure that our graduates are prepared not only for today's world, but the world of the future. Our College will be more innovative and more responsive. It will be amongst the top-ranked colleges in Canada.

Our path to the future is shaped by three imperatives.

- To sharpen our strategic focus
- To drive academic excellence
- To accelerate research and innovation



"Focus provides clarity in terms of priority-setting, decision-making, resource allocation and transparency. We are – and I expect will continue to be – a comprehensive institution. However, in a limited funding environment and with demands from all sides, we need to be very clear about our areas of strength and areas of interest."

Internal respondent



Theme One: Sharpen Strategic Focus

The Red River College of the future will demonstrate a sharper strategic focus, with a clearly defined role and identity, a more strategic relationship to industry, and a sharper focus on anticipating and responding to the needs of the province. At the same time, the College will be more connected and networked, collaborating with others and leveraging our resources and know-how through key partnerships.

Priority 1: Shape our College through Program Planning

In the final analysis, our programs have to meet the needs of employers and the wider community. From a program planning perspective, this means we will:

- Identify the kind of College we want to be, in terms of our role and profile: the ratios of degrees to diplomas and certificates, the program areas we will target for growth and development, and the partnerships and pathways we will develop.
- Use labour market intelligence and environmental scanning to ensure that our program and qualifications mix is aligned with the demands of the labour market and the economy, to anticipate future demand, and to respond to the needs of diverse populations and communities.

Priority 2: Open Doors through Partnerships and Pathways

Collaboration and partnerships, and the building of learning pathways with the K-12 system, other post-secondary institutions and the world of work, are key to creating the kind of permeable, dynamic and responsive post-secondary education system that will ensure students access and mobility and enable Manitoba to compete and succeed in the global economy.

For Red River College, partnerships with employers are especially important, to ensure that our programs and curricula are not only current but at the cutting edge of developments in work and technology and that students enter the workforce both job-ready and ready for the future.

Over the next five years, we will:

- Develop joint programs, collaborative arrangements and flexible learning pathways in partnership with the K-12 sector and other post-secondary institutions.
- Leverage existing partnerships and develop new partnerships with industry to inform program development, increase opportunities for placements, and ensure the College has access to the latest equipment and technological developments.
- Work in partnership with industry to anticipate future developments in technology and the organization of work, and to respond to these proactively through applied research, staff training and development, new and updated programs, and changes to teaching and curriculum.

“The whole College needs to feel engaged and take ownership for the recruitment and retention of Indigenous students. Indigenous education includes ALL students, not just Indigenous students.”

Internal respondent

Priority 3: Create Opportunities in Indigenous Education

Increasing Indigenous participation and promoting Indigenous achievement are integral to the College's core mission of producing outstanding graduates and serving the people and economy of Manitoba. The challenges, however, are complex and deep-rooted. Piecemeal, unilateral,

incremental approaches will not produce the change that we need. Red River College will develop a strategy for Indigenous education that is comprehensive and holistic, responsive to the needs of Indigenous learners, and informed by open, transparent and respectful Indigenous protocols, counsel and engagement with Indigenous communities.

Over the next five years, we will:

- Follow through systematically on the 10 commitments we have made as signatories to the Manitoba Collaborative Indigenous Education Blueprint for Universities, Colleges and Public School Boards
- Do so within the framework of a comprehensive and holistic College strategy on Indigenous achievement

Priority 4: Lead the Way in International Education

International education supports the College's goals of preparing all students to be global citizens and recognizes the diverse needs of both international (visa) students and immigrant/newcomer students. International education supports the development of inter-cultural competencies and global relationships that are keys to success for our students, faculty and College in a globalizing world. International education at Red River College provides pathways and partnerships that attract, educate and integrate diverse students quickly and efficiently into Manitoba's workforce.

As our province's premier provider of applied education and research, Red River College aims to become a recognized leader in international education. To achieve this, we will:

- Integrate international education into our core academic activities, including teaching, learning, research, policies, structures, decision-making processes and organizational culture
- Position Red River College as the institution of choice for international students and immigrants to the province
- Broaden opportunities for bridging and gap training to support language acquisition and socio-cultural skill development for immigrant and international students
- Promote professional development opportunities for faculty in support of the goal of the internationalization of teaching and learning



Theme Two: Drive Academic Excellence

The reputation of Red River College, and the role that we play in producing the skilled and globally competent graduates that Manitoba needs, ultimately rests on the quality of our programs. At the heart of our academic mission is academic excellence.

Priority 1: Support Teaching Excellence

Outstanding programs are delivered by outstanding instructors. Employers value the quality of instruction that Red River College provides, and students see our staff as 'going the extra mile' to ensure they succeed in their programs and find employment.

“In order for RRC to stay current in rapidly changing fields, instructors need opportunities to regularly connect (back) with their fields and disciplines.”

External respondent

We will support teaching excellence at Red River College by making a commitment to:

- Provide mentoring, training and support for our instructors
- Provide opportunities for faculty to “return to industry” to ensure currency in their field
- Create new opportunities for our instructors to engage in research
- Find new ways to recognize and reward teaching excellence



Priority 2: Pursue Quality Improvement

It is vital that employers, and our stakeholders in general, have confidence in our quality assurance processes and our commitment to program sustainability and continuous quality improvement. Areas of weakness need to be identified quickly and speedily addressed, and support provided where necessary.

“We believe it is RRC’s responsibility to investigate why attrition and academic struggle occurs and, once understood, to respond through modifications to entrance processes, curricula, teaching, and student supports.”

Internal respondent

Over the next five years, we will improve the quality of our programs through our efforts to:

- Implement College-wide quality assurance processes and learning outcomes
- Improve our responsiveness to employer feedback on the quality of our programs and graduates
- Monitor key outcome and performance indicators at the department and program level

Priority 3: Drive Program Innovation

It is important that our programs keep pace with the rapid and sometimes disruptive changes taking place in technology, the workplace, the economy and society.

Engagement with employers and linkages with industry are essential to ensure that the programs we deliver are of the highest quality and responsive to the changing requirements of the workplace and the labour market.

“RRC needs to be faster in spotting deficiencies and redesigning programs. Academic program decision making needs to be simplified, and disciplinary silos need to be broken down.”

Internal stakeholder

Anticipating future needs will enable Red River College to remain ahead of the curve and ensure its sustainability and relevance. A more innovative and enabling approach to internal collaboration, across organizational and disciplinary boundaries, will allow Red River College to offer new kinds of blended, inter-disciplinary and inter-professional learning that is responsive both to learners’ expectations of ‘on-demand’ learning and to evolving labour market and economic needs and opportunities.

To ensure the currency, quality and responsiveness of our programs we will:

- Deepen our engagement with employers, to ensure that our programs remain fresh and relevant
- Explore opportunities to develop new programs and new models of delivery, including blended, inter-professional and inter-disciplinary learning
- Establish streamlined processes to review, approve and fast-track the development and implementation of new, updated and blended programs

- Establish streamlined processes to foster collaboration and communication across program and organizational boundaries, as well as partnerships with employers and other post-secondary institutions

Priority 4: Strengthen Student Advising and Support

Red River College has an important role to play in encouraging high school completion and widening participation in post-secondary education.

At the same time, we must meet the needs of an increasingly diverse student population. Coming from different social, economic and educational backgrounds, and with different needs and expectations, our students want to access education in a variety of modes.

Over the next five years, we will:

- Engage with the K-12 sector, with the aim of encouraging wider participation of non-traditional and first generation students
- Provide new opportunities through joint programs and partnerships
- Increase learner success through provision of reliable and quality learner supports
- Strengthen student counselling and mental health supports, to meet the needs of an increasingly diverse population
- Provide targeted academic support for our diverse enrolments



Theme Three: Accelerate Research and Innovation

Over the next five years, we will consolidate and strengthen our position as Manitoba's leading centre of applied research. This means integrating applied research more closely into our mission and practice, and leveraging our strengths in applied research and innovation to attract the best talent to the College and to expand our national and international presence. We will also mobilize the skills and resources of our researchers and our faculty to build new partnerships and networks of innovation, to help tackle the big challenges that confront our province.

"RRC needs to leverage relationships with employers to expose faculty and students to cutting-edge and industry-standard technologies. Technological change has embedded itself into all aspects of industry. Technologies will infiltrate (if they haven't already) all disciplines in one way or another."

Internal respondent

Priority 1: Ensure Sustainable Growth in Applied Research

Applied research has seen impressive growth over the past 10 years. To consolidate and secure these achievements, and to build upon them, we must continue to establish a sustainable model for applied research guided by the Strategic Research Plan.

Over the next five years, we will:

- Develop a governance framework that will ensure effective integration of applied research into College planning, decision making and reporting
- Sharpen our focus on business development, including the development of partnerships and networks in areas of research focus
- Promote internal awareness of applied research and foster the development of a College-wide research community
- Strengthen the nexus between teaching and research
- Draw on our strengths in applied research and innovation to recruit talented researchers and engage our instructors



Priority 2: Serve as a Community Resource

Complex social, economic and environmental problems require inter-disciplinary and applied research and problem-solving. Our College has both the opportunity and the obligation to make a major contribution, in partnership with others, to address the big challenges facing our province, in ways that will benefit society and the community and enhance our profile and reputation.

Over the next five years, we will:

- Harness the multi-disciplinary talents, expertise and resources of the College to help address some of the key economic, environmental and development challenges that the province faces

Priority 3: Expand National and International Collaboration

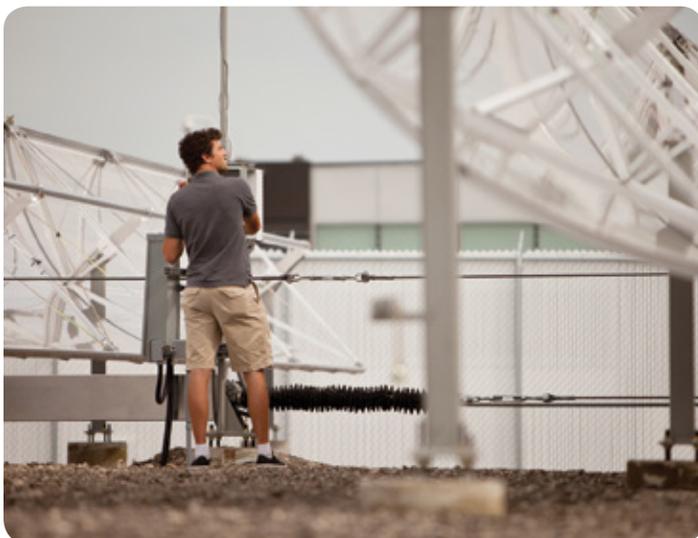
National and international collaboration and partnerships are a key element of the College's strategy to position itself as one of Canada's foremost institutes of applied education and research, and a key component of our internationalization strategy. The College is well-placed to build on and expand its existing research partnerships and strengthen the profile of the College across Canada and internationally.

"RRC is seen as a leader in innovation and supporting industry productivity and growth through its applied research activities. Applied research supports economic development and innovation. It keeps us and our students at the forefront of industry."

Internal respondent

Over the next five years, we will:

- Seek new opportunities for national and international research collaboration
- Create opportunities for applied research staff and student international exchanges and placements
- Promote Red River College as an international destination of choice for students and faculty from other countries



SUMMARY

Academic and Research Plan: Themes and Priorities

Theme One: Sharpen Strategic Focus

Shape our College through Program Planning

- Identify the kind of College we want to be, in terms of our role and profile: the ratio of degrees to diplomas and certificates, the program areas we will target for growth and development, and the partnerships and pathways we will develop.
- Use labour market intelligence and environmental scanning to ensure that our program and qualifications mix is aligned with the demands of the labour market and the economy.

Open Doors through Partnerships and Pathways

- Develop joint programs, collaborative arrangements and flexible learning pathways in partnership with the K-12 sector and other post-secondary institutions.
- Leverage existing partnerships and develop new partnerships with industry to inform program development and ensure that the College has access to the latest equipment and technological developments.
- Work in partnership with industry to anticipate future developments in technology and the organization of work.

Create Opportunities in Indigenous Education

- Follow through systematically on the 10 commitments we have made as signatories to the Manitoba Collaborative Indigenous Education Blueprint for Universities, Colleges and Public School Boards.
- Do so within the framework of a comprehensive and holistic College strategy on Indigenous Achievement.

Lead the Way in International Education

- Integrate international education into our core academic activities, including teaching, learning, research, policies, structures, decision-making processes and organizational culture.
- Position Red River College as the institution of choice for international students and immigrants to the province.
- Broaden opportunities for bridging and gap training to support language acquisition and socio-cultural skill development for immigrant and international students.
- Promote professional development opportunities for faculty in support of the goal of the internationalization of teaching and learning.

Theme Two: Drive Academic Excellence

Support Teaching Excellence

- Provide mentoring, training and support for our instructors.
- Provide opportunities for faculty to “return to industry” to ensure currency in their field.
- Create new opportunities for our instructors to engage in research.
- Find new ways to recognize and reward teaching excellence.

Pursue Quality Improvement

- Implement College-wide quality assurance processes and learning outcomes.
- Improve our responsiveness to employer feedback on the quality of our programs and graduates.
- Monitor key outcome and performance indicators at the department and program level.

Drive Program Innovation

- Deepen our engagement with employers, to ensure our programs remain fresh and relevant.
- Explore opportunities to develop new programs and new models of delivery, including blended, inter-professional and inter-disciplinary learning.
- Establish streamlined processes to review, approve and fast-track the development and implementation of new, updated and blended programs.

Strengthen Student Advising and Support

- Engage with the K-12 sector, with the aim of encouraging wider participation of non-traditional and first generation students.
- Provide new opportunities through joint programs and partnerships.
- Increase learner success through provision of reliable and quality learner supports.
- Strengthen student counselling and social and health supports, to meet the needs of an increasingly diverse population.
- Provide targeted academic support for our diverse enrolments.

Theme Three: Accelerate Research and Innovation

Ensure Sustainable Growth in Applied Research

- Develop a governance framework that will ensure effective integration of applied research into College planning, decision making and reporting.
- Sharpen our focus on business development, including the development of partnerships and networks in areas of research focus.
- Promote internal awareness of applied research and foster the development of a College-wide research community.
- Strengthen the nexus between teaching and research.

Serve as a Community Resource

- Harness the multi-disciplinary talents, expertise and resources of the College to help address some of the key economic, environmental and development challenges that the province faces.

Expand National and International Collaboration

- Seek new opportunities for national and international research collaboration.
- Create opportunities for applied research staff and student international exchanges and placements.



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