



STRATEGIC PLAN 2023-2028





Southeast College acknowledges that we are located on the traditional lands, referred to as Treaty 4 Territory, the original lands of the Cree, Ojibwe (OJIB-WĒ), Saulteaux (SO-TO), Dakota, Nakota, Lakota, and on the homeland of the Métis Nation.

We respect and honour the Treaties that were made on all Territories, we acknowledge the harms and mistakes of the past, and we are committed to moving forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.

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**BRINGING THE
PLAN TO LIFE
AND MAKING IT
A REALITY**



INTRODUCTION

Welcome to *Transforming Innovation for Sustainability*: the strategic plan for Southeast College 2023–2028.

The strategic plan represents the priority areas for success that the Board, staff, and the community have chosen to emphasize, realize, and actualize in the next 5 years.

The strategic plan will be advanced by a series of objectives and initiatives implemented over the next 5 years. The strategic plan is aligned with the *Saskatchewan's Growth Plan 2020 to 2030* and the goals arising from Ministry of Advanced Education and Ministry of Immigration and Career Training business plans.

The strategic plan provides the College with clear priorities and direction to support current and future programs, work processes, and the learning needs of the communities of southeast Saskatchewan and beyond.



MESSAGE FROM BOARD OF GOVERNORS' CHAIR AND CHIEF EXECUTIVE OFFICER & PRESIDENT

We are honored to present the new Southeast College Strategic Plan for 2023 to 2028, the result of extensive consultation in the southeast region of Saskatchewan. Guided by our core values of innovation, collaboration, and sustainability, we aim to proactively respond to changing needs, foster meaningful partnerships, and uphold responsible stewardship for economic growth, social well-being, and environmental viability.

Our vision is to 'Change lives, build strong sustainable communities to lead in a changing world.' By transforming communities through innovative educational opportunities, we strive to become a leader in sustainability. Our plan prioritizes corporate social responsibility, ethics, responsible finance, stakeholder engagement, and more, contributing to a sustainable future.

To achieve our strategic priorities, we focus on enhancing organizational culture, advancing strategic collaboration, and strengthening community capabilities. Through investment in staff training and coaching programs, we will empower our workforce, creating a healthier and more agile work environment. This will increase our ability to pursue strategic initiatives and enhance accountability and transparency.

Building strong relationships with Indigenous communities is of utmost importance. We commit to engaging respectfully and meaningfully, tailoring an Indigenous engagement strategy to their specific needs. Collaboration, trust, and mutual respect will underpin our efforts to provide students with the knowledge and skills they need to succeed.

As we embark on this exciting journey, we remain steadfast in our commitment to creating a workplace that fosters growth, innovation, and success for all. With the collective efforts of our dedicated staff, faculty, students, and stakeholders, we will realize the outlined strategic initiatives. Our unwavering dedication lies in fostering growth, innovation, and success within Southeast College.

Thank you for your support and we look forward to the opportunities that lie ahead.



Donna Nyeste
DONNA NYESTE
BOARD CHAIR



Dr. Vicky Roy
DR. VICKY ROY
CEO & PRESIDENT

ABOUT SOUTHEAST COLLEGE

As a post-secondary institution, Southeast College serves a vast region covering over 70 communities spread across 20,000 square kilometers in southeast Saskatchewan. We operate campuses in six communities: Assiniboia, Estevan, Indian Head, Moosomin, Weyburn, and Whitewood. Our comprehensive range of academic and vocational programs caters to a diverse range of interests. We offer courses and programs in trades, business, education, health, and more. Our dedication extends to local, regional, provincial, and international students, providing learners with the necessary skills and qualifications to advance their careers. Additionally, we have established partnerships with polytechnics, colleges, universities, and industry partners, offering pathways for further education.

Since 1975, Southeast College has embodied the principle that 'the college is the people of the community.' This belief, championed by Honourable Gordon MacMurchy, fostered purpose, creative planning, and collaboration. Through community involvement and existing facilities, the college empowered individuals, fostering their potential. Dedicated staff established volunteer contact committees, forming the college's backbone. By 1978, a volunteer network spanned numerous southeast communities. Following the enactment of the Regional Colleges Act in 1987, South East Region Community College was renamed Southeast Regional College, becoming one of nine esteemed Saskatchewan colleges.





Throughout our history, Southeast College has adapted and responded to the evolving needs of southeast Saskatchewan's people and communities. In our first 40 years, we embraced technological advancements, changing markets, and global trends, revolutionizing how we live, work, play, and learn. In 2015, on our 40th anniversary, we refreshed our brand and officially became Southeast College, reflecting our growth and the expansion of flexible learning options.

In February 2023, Southeast College proudly inaugurated the first Centre of Sustainable Innovation in the prairies and in Saskatchewan, spearheading sustainability advancements. Additionally, in May 2023, the College achieved full institutional eligibility for CIHR, NSERC, and SSHRC funding, enhancing our applied research capabilities to support the future of our communities. We take immense pride in rural Saskatchewan's enduring spirit and remain steadfast in our commitment to meeting the region's evolving needs in the 21st century.

EMPOWERING INDIGENOUS LEARNERS:

SHAPING INCLUSIVE AND BRIGHT FUTURES

Guided by our commitment to Truth and Reconciliation, our strategic plan is focused on deepening relationships with Indigenous communities in southeast Saskatchewan. We aim to foster an atmosphere of respect, trust, and inclusivity. In collaboration with Indigenous leaders, we'll devise an Indigenous Engagement Strategy, a dynamic response to the Calls to Action, reflecting Indigenous needs, voices, and experiences. This underpins our path towards reconciliation.

In line with this commitment, our new strategic enrolment plan will focus on intensifying the diversity within our student

population. The cornerstone of this endeavour is the expansion of our strategies concerning Indigenous students and the Indigenization of our programs. As part of this venture, we aspire to narrow the divide and build a more inclusive community through strategic initiatives, designed in unison with Indigenous communities. These practical and tangible steps are aimed at bolstering the wellbeing and academic success of Indigenous students, serving as a testament to the College's dedication to their growth and development.



Our goal is to co-create significant, sustainable pathways for Indigenous learners. This long-term initiative, rooted in consultation and collaboration with each Nation, aims to offer sustainable opportunities tailored to their needs. We envision a future where all Indigenous learners have ready access to essential training and the opportunity to partake in programs that directly benefit their communities. Our focus goes beyond providing access to education—we are committed to improving lives, sculpting brighter futures, and paving the way for a more inclusive society that truly values and acknowledges the contributions of all its members.

We are in this together

The strategic plan is led by the Board of Governors of Southeast College and implemented by the college staff; however, we all have a role in advancing the plan together to realize our vision:

*Changing lives,
building strong sustainable
communities to lead in
a changing world.*

THE BOARD OF GOVERNORS...

will make decisions to further the priorities set out in the strategic plan to support the well-being and best interests of the community. They will ensure there is directional and fiscal oversight to guide the plan and that the desired outcomes are achieved.





THE COMMUNITY... will work with Southeast College, through ongoing engagement, advisory groups, and participation in various initiatives to advance the college toward its strategic goals. The community will hold the Board and college accountable for delivering on its strategic plan, by being transparent and engaging with them.



**COLLEGE ADMINISTRATION
AND STAFF...**

will lead the implementation of the strategic initiatives, report on the outcomes achieved, and champion the overall success of the plan. They will integrate the plan into their program and service areas, ingraining the vision, mission, and values into the organization's culture.



THE PROCESS



The strategy formation process took place over six months from January 2023 to June 2023. The process included extensive consultation with students, communities, staff, and key informant stakeholders.

Data was compiled from the consultations. Significant trends and themes were defined, framing the environmental landscape and strategic context for the future strategic plan.

The board and the senior leadership used this information to identify the most significant external opportunities and threats, and internal strengths and weaknesses impacting the college's ability to provide quality programming to the students and communities they serve, now and into the future.

A new vision, mission, and values were defined for college articulating their aspiration for the future... *Transforming Innovation for Sustainability.*

New strategic priorities were established as focused areas of opportunity for Southeast College to achieve in the next 5 years. Key objectives and outcomes of success for each of the priorities were identified.





EVERYONE'S VOICE MATTERED



THE PLAN

Transforming Innovation for Sustainability

The strategic plan defines the college's role in southeastern Saskatchewan and establishes the college's priorities for the next 5 years.

This plan sets the stage for *transforming innovation for sustainability* for a vibrant future for the Southeast College.



GUIDING PHILOSOPHY

The plan is grounded in two guiding philosophies: sustainable development and the 3 Cs of innovation. Emphasizing sustainability and innovation as the core philosophies of the college will drive enhancements in our approach to environment and social governance (ESG). By prioritizing the elements outlined in the philosophy, our institution aims to be a leader in innovation and sustainability contributing to a more viable future for Saskatchewan.

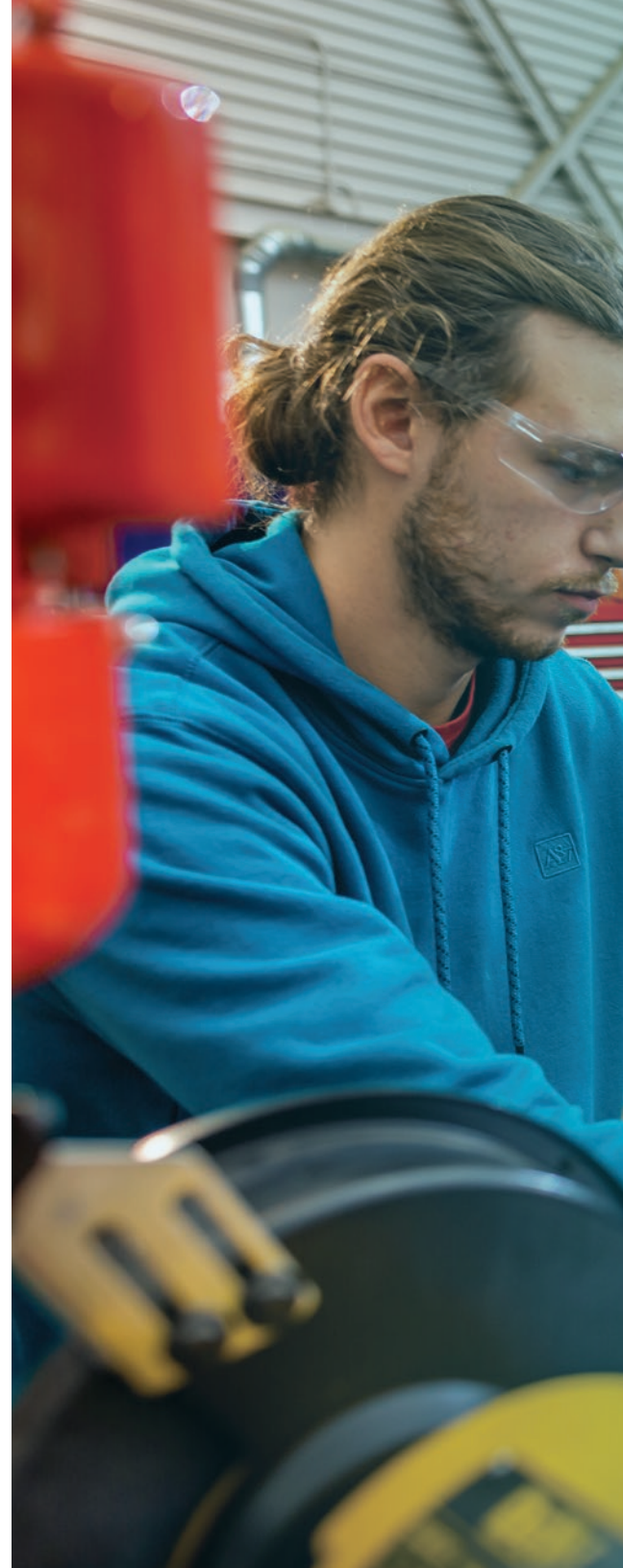
SUSTAINABLE DEVELOPMENT

Southeast College is committed to becoming a sustainable organization by focusing on the three pillars of sustainable development: social, economic, and environmental. Sustainable development requires that an organization contribute to economic growth and social progress and promote environmental sustainability.

SOCIAL SUSTAINABILITY enhances ethics, improving organizational culture, and the commitment to Truth and Reconciliation.

ECONOMIC AND FINANCIAL SUSTAINABILITY is central to being able to serve our region. Work in this area includes operational efficiency through the Education Enterprise Resource Planning (EERP) project, an enhanced role of technology in operations and classroom delivery, as well as additional grant and donor financing.

ENVIRONMENTAL SUSTAINABILITY is driving projects related to reducing the carbon footprint of the college through purchasing practices, reduced waste, carbon capture, and strategic partnerships.



The background image shows three people in a workshop. On the left, a person in a blue shirt is working on a device. In the center, an older man wearing a 'SUMMIT RACING EQUIPMENT' cap and safety glasses looks on. On the right, a younger man in a dark cap and plaid shirt is also working. A large green semi-transparent overlay covers the right side of the image. In the center, three overlapping circles (green, blue, and grey) contain text related to the three pillars of sustainability.

ENVIRONMENTAL

- Operational efficiencies
- Reduced carbon footprint
- Waste reduction
- Carbon capture
- Strategic partnerships

ECONOMIC

- Economic prosperity
- Employment
- New market development
- Responsible financing
- Sustainable infrastructure

SOCIAL

- Inclusion, Equity, Diversity
- Truth and Reconciliation
- Stakeholder & employee wellbeing
- Social justice and ethics
- Corporate social responsibility

THE THREE 'C'S OF INNOVATION: CULTURE, COLLABORATION, AND CAPABILITY

Southeast College has adopted the **three 'C's of innovation** to frame their strategic priorities: **Culture, Collaboration, and Capability**.¹

Context for innovation

The College will ensure a strong context for innovation is established to foster continual success. The context for innovation anchors the organization through:

- Organization structure
- Financial structure
- Physical space and location
- Aligned identity and values
- Performance targets and incentives

Culture

The College will ensure a culture that empowers innovative processes to thrive, creating a safe place that fosters creativity and risk taking and nurtures a courageous, entrepreneurial mindset. Employees feel supported through change and are provided with the developmental opportunities to advance new skills.

Collaboration

Collaborating with local communities and other organizations with aligned interests, and potentially better solutions, will support the College in achieving mutual goals. Collaborative partners can accelerate the overall process, improve strategic solutions, and enhance the resources needed for success. When done well, collaboration creates an extension of the value chain for all partners. For this reason, we will seek to find simple value chain agency partners to create superior joint offerings for our learners.

Capability

Structured methods will identify and evaluate key strategies for the College to invest in to support regional prosperity and wellbeing. Conditions for success are created through a framework that empowers individuals, partners, and communities to become intrapreneurs or entrepreneurs; catalysts for ventures that could become strategic options. The key is managing the initiatives undertaken. From initial ideation through to large scale implementation, initiatives can be measured using a simple innovation accounting model.

VISION

Changing lives, building strong sustainable communities to lead in a changing world.

MISSION

Transforming our communities through innovative educational opportunities.

VALUES

At Southeast College, we practice professional ethical conduct.

Guided by these core values, we are:

INNOVATIVE—proactively and courageously responding to changing needs within an environment that encourages continuous improvement.

COLLABORATIVE—creating genuine, meaningful interactions and partnerships that embrace equity, diversity, and inclusion to achieve mutual goals and superior outcomes.

SUSTAINABLE—supporting economic growth, social wellbeing, and environmental viability through transparent accountability and responsible stewardship.



Strategic priorities

The strategic framework of Southeast College inclusive of its vision, mission, values and the three strategic priorities—culture, collaboration, and capability—provide the overall context for future success and **Sustainable Innovation**.

The strategic priorities are the primary opportunities for Southeast College to focus on within the next five years. They represent new, broad directional approaches for the provision of their programs and the way Southeast College manages its operations and resources.

They are limited to three (3) critical strategic priority areas contributing to a stream of linked objectives and outcomes. Southeast College will continue offering quality core programming to its students and communities in addition to the priorities listed below.

The strategic priorities are themed in alignment with the three Cs of innovation: **Culture, Collaboration and Capability**.



PRIORITY 1:



Enhance the organizational *culture*

We will enhance the organizational culture and internal effectiveness to enrich the work experience for staff and create a mindset of innovation.



Our Objectives

- Enhance college cohesion by improving internal communications and understanding between and amongst departments and campuses.
- Strengthen organizational effectiveness through sustainable business practices, policies, and procedure.
- Foster an innovation mindset with change management processes.
- Advance skills in teaching and learning through innovative methods and the adoption of best practices.
- Increase the integration of equity, diversity, and inclusion in all practices.
- Maximize the diversification of funding sources.

Success Factors

We are successful when:

- People have clear authority, roles, and responsibilities, enabling efficient decision-making.
- Learners experience high quality education achieved through effective business practices and innovative education delivery modalities.

- All campus and departmental teams experience a sense of belonging and cohesion with a greater understanding of all program areas and effective internal communication channels.
- Staff experience a healthy workplace that embraces equity, diversity, and inclusion.
- Innovative programming and processes are championed by staff curiosity and creativity.
- Funding sources are growing and diverse.

Outcomes:

- Improved employee engagement, belonging, and motivation survey scores.
- Increased cost efficiencies achieved through effective business processes that reduce employee time or the waste of resources.
- Improved equity, diversity, and inclusion survey scores.
- Increased funding and funding sources to contribute to financial sustainability.



PRIORITY 2:



Advance strategic *collaboration*

We will deepen our relationships and advance partnerships to better identify emerging trends, understand learning needs, and collaborate to develop successful solutions. This means formalizing processes for ongoing consistent engagement, developing a shared trust, and leading conversations about solutions that are in the best interests of the region.



Our Objectives

- Explore and promote innovative programming solutions to better serve the region and rural Saskatchewan by strengthening relationships with our Ministry and the post-secondary partners.
- Strengthen and deepen relationships with Indigenous partners and communities to support Indigenous ways of knowing, learning, and success.
- Formalize regular industry and business engagement opportunities to better appreciate their needs and leverage mutual partnerships for programming to fill labour shortages.
- Improve visibility, collaboration, and specific program offerings with regional communities to support local economic development and sustainability.
- Improve transitions for learners to local regional post-secondary options through collaboration with the K-12 education system.

Success Factors

We are successful when:

- Collaboration with the Ministries and other post-secondary partners have resulted in new and innovative sector approaches for education for rural Saskatchewan.

- Indigenous learners engage in educational opportunities that foster both learner and Indigenous community success.
- Formal, ongoing, engagement processes have been established with local business and industry to drive programming solutions.
- Regional communities are aware of the College's presence, programs being offered and their contribution to community wellbeing.

Outcomes:

- Increased number of learners enrolled in post-secondary collaborative programs.
- Increased numbers of Indigenous students enrolled in college programming.
- Colleges contribute to reducing regional labor shortages.
- Increased number of high school students transitioning to college.
- Increased number of international students.



PRIORITY 3:



Strengthen *community capability*

We will champion innovative and relevant learning opportunities in the communities we serve. This means expanding programs offerings based on locally defined needs to fill the labour market and other community learning needs. Student recruitment and retention will be improved through flexible modalities, creative learning pathways, and learner focused supports. The learner experience and regional vitality are both strengthened through these efforts.



Our Objectives

- Expand program offerings in high need areas to support local labour shortages e.g., healthcare, trades, agriculture, energy, childcare.
- Expand strategic initiatives in applied research and innovative just-in-time programming.
- Increase learner enrolment with targeted marketing and recruitment strategies.
- Enrich the learning experience through a learner-centered approach with enhanced supports and greater campus involvement.
- Strengthen opportunities and learner success for Indigenous people through enhanced relationships and shared ventures.
- Improve equitable learner success with focused strategies to address learner transitions into post-secondary education, career pathways, and experiential learning activities.

Success Factors

We are successful when:

- Workforce needs and labour shortages within communities are addressed.
- A variety of academic and support service delivery modalities are in place to meet the diverse needs of learners.

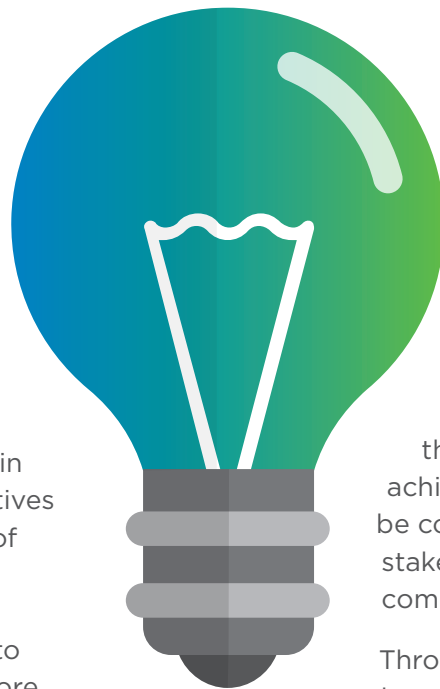
- We have innovative, high-quality, hands-on, applied learning that is aligned to industry needs.
- Learner experiences and pathways support enrolments that achieve financial sustainability.
- Improved partnering initiatives result in enhanced learning opportunities for regional communities.
- Learning-specific strategies are in place that embrace equity, diversity, and inclusion, recognizing the uniqueness of each learner.
- Program offerings are inclusive of Indigenous knowledge and ways of learning.

Outcomes:

- Reduced labour shortage in high demand areas within local communities.
- Increased number of local graduates employed in local communities.
- Increased enrollment in targeted programs.
- Increased learner retention.
- Increased number of learners who report that they achieved their primary learning goal.
- Increased number of employed graduates who state that their job is related to their field of study.
- Increased number of Indigenous learners achieving success as defined by their learning goals.

Bringing the plan to life and making it a reality

To make this plan a reality, we will create action plans that will be implemented by champions in each division to achieve the plan's strategic priorities and objectives. These will be sequenced over the next 5 years. The initiatives will create new programs or activities to advance education in Saskatchewan. These new initiatives will be implemented alongside of the existing core programs and services the College currently provides. The challenge will be to balance existing resources for core programming with the new strategic initiatives.



As the strategic landscape is constantly changing, the plan will be reviewed and refreshed annually to stay relevant in this ever-evolving environment.

At the end of each fiscal year, the Board and the executive team will review the progress made towards the goals and the outcomes achieved. These outcomes will be communicated to our staff, stakeholders, partners, and communities.

Throughout the life of the strategic plan, stakeholders and communities will be continuously engaged to provide insight and feedback on the strategic initiatives, outcomes achieved, and updates.



