



2018 - 2023
Strategic Plan



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Message from the Board Chair and the CEO

At Southeast College we believe that innovation and entrepreneurship are keys to success. These characteristics are evident across our environment – though businesses, industry communities and many individuals. This is why our College is focusing its efforts to pursue innovative training solutions that help our stakeholders invest in training. This is consistent with our provincial mandate and our social purpose of identifying and providing access to education and training.

The 2019-2023 Strategic Plan is designed around this same theme. The next five years at Southeast College will be focused on creating ways to foster both community and student successes, creating processes that will enhance learning opportunities across our region, continuing to empower and engage our people and ensuring sustainability and long term success for the College. We will work together with our team and stakeholders to achieve success, work towards our strategic priorities, and use our strengths and opportunities to get the best results.

We have set high goals for ourselves that will help us look at new ways of doing business, to respond to opportunities, and to overcome challenges as we strive to achieve our strategic vision. We are hopeful that a re-focusing of our efforts in those areas where we can be most effective will allow us to move forward.

The College Board and Staff would like to thank all the communities and partners who helped shape our vision for the next 5 years. We look forward to working with our communities and stakeholders as we embark on our journey to create an innovative learning environment focused on collaboration to achieve success throughout our region.

We invite you to join us on our journey.



Dion McGrath, CEO

A handwritten signature in blue ink that reads "Dion McGrath".

Janice Giroux, Chair

A handwritten signature in blue ink that reads "Janice Giroux".



Introduction



Overview of our plan

Strategic planning is an important tool to set priorities, focus our energy and resources and strengthen operations as we work towards common goals.

This strategic plan is roadmap for work planning and priority setting. It provides objectives and direction to focus energy and resources. The plan helps to ensure that all our employees are working toward a common direction.

Our Process

Southeast College (SC) has undertaken an ongoing and robust strategic planning approach. To prepare for the strategic planning process an extensive community consultation was conducted inclusive of focus groups, interviews and surveys. Six community focus groups were held in the communities of Assiniboia, Weyburn public, Weyburn industry, Indian Head, Moosomin, Carlyle and Estevan. Eighty-seven (87) stakeholders from various sectors and industries and staff provided input via an online survey.

The Board and senior staff engaged in an analysis of the environment reflecting on the stakeholder input and identified the strategic priorities to guide SC into the future.

All staff engaged in a planning retreat to envision the future and to revive the vision, mission and values of SC aligned with the strategic priorities. For each strategic priority, strategic initiatives were developed over the next 5-years, with achievement milestones, performance measures and assigned lead responsibility.

A strategy map was developed to visualize the strategy “at a glance” - guiding everyone towards the future.



Our mandate



SC's mandate is based on legislation and related economic and educational policies and general government direction. The following outlines the main components of this mandated direction.

The provincial economic strategy *Saskatchewan's Plan for Growth: Vision 2020 and Beyond* provides a number of related goals that inform SC's direction. It identifies a number of labour force related objectives including investing in skills and training. *The Ministry of Immigration and Career Training* provides direction in order to advance the labour market development priorities of the government. *The Ministry of Advanced Education* also provides SC with mandate direction. This comes in the form of an annual budget letter, direction resulting from the annual budget process, and the Ministry's business plan.

Legislative

The Regional Colleges Act 1988 outlines the legislative mandate for regional colleges in Saskatchewan. It 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 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 and future aspiration



Our Vision

“Fueling the future by changing lives, building careers, and growing communities”

Our Aspiration

We envision

...a **learner** that has a successful pathway of ongoing education and development with the College throughout their career and lifetime. The pathway is fueled by innovation from when the student enters the learning experience to a successful transition to their career or next learning opportunity.

... **innovation** is integrated into everything we do from recruiting students, developing cutting edge programs, finding creative solutions for career advancement, to engaging in genuine community partnerships. Innovation means being responsive to student and industry needs by being creative, bold and courageous - designing the best learning opportunities for our students, community partnerships and stakeholders.

... **an experience** for all learners to create community in a learning culture which fosters a sense of belonging, builds student comradery and develops lifelong connections with lasting memories.

...a **work culture** where we all show a passion for creating positive learning experiences , where we all know and feel that we have made a positive impact in lives of those we have encountered. We work with great teams creating a common goal and having the freedom to take challenges and create opportunities - a work culture that is life changing.



Our mission and values



Our Mission

“Inspire and enable success by providing opportunity, accessible education and innovation through community involvement”

Our Values

We at Southeast College, practice professional ethical conduct in everything we do. We are guided by our three core values - **being...**

Innovative - our proactive approach to changing needs by being responsive, having the courage to try new things and growing from our experiences.

Authentic - meaningful interactions that are genuine, respectful, empathetic, and that embrace diversity.

Responsible -accountable for all our actions and those things entrusted to us in a way that is open and honest.



Our strategic priorities and measures of success



I. Student & community success our students and partners achieve superior outcomes

1.1 Enhance student success along the learning and career pathway

What will be enhanced:

Students regardless of how or when they enter the College are supported along their education journey to achieve their goals through “learning pathways”.

How we know we were successful:

- Increased percentage of students graduating
- Increase percentage of Indigenous students successful completing programs
- Increase number of students engaged in work-placements
- Increase percentage of students attached to the workplace
- Percentage of students who continue along the SC pathway

What will be enhanced:

The College monitors emerging industry, business and sector trends to identify growing and emerging needs and develops new program streams to meet the need.

How we know we were successful:

- Increase in non-government revenue sources
- Revenues arising from new program streams
- Enhance partner/Industry/ engagement
- Advancing enrollments in new programs

What will be enhanced:

The College is regarded as reliable, relevant and transparent. It exceeds expectations by being innovative and responsive guided by a “client first philosophy”.

How we know we were successful:

- Increase number of student enrolments in programs
- Increase percentage of students indicating they had a positive or extremely learning experience
- Increased referrals (of customers, partners, etc.)
- Enhance market share (based on vendor volumes)

1.3 Enhance our “gold star” standard

II. Effective processes...through meaningful relationships and well-designed processes

2.1 Enhance our community presence

What will be enhanced:

SC will be a valuable member of our communities and community organizations. The will be engaged and visible at community events – SC is “plugged in” to our communities.

How we know we were successful:

- SC is at the table in key community groups
- Increased utilization of our ambassador initiative
- Increase in engagement in publicity events
- Increased SC visibility at community events

What will be enhanced:

SC will be top of mind and regarded as the partner and learning institute of choice. They will be the recommended public service learning institute for the all learners in the Region – high schools, business, industry, and First Nation communities.

How we know we were successful:

- Increased number of SC employees involved in communities
- Increased number of sequential learners
- Increase percentage of regional learners choosing SC as their first learning institute

2.3 Improve internal processes to achieve “gold star”

What will be enhanced:

All staff embrace the concept of the “gold star standard” as the customer services approach for SC. Staff are supporting in achieving the “gold star standard” through training, effective processes and recognition of their success.

How we know we were successful:

- Enhanced efficient flow and quality of work processes
- Increased staff engagement in “gold star standard” practices
- Increase percentage of students indicating they had a positive or extremely learning experience



III. Engaged people... strong cohesive teams and knowledgeable staff

3.1 Strengthen Leadership within the College

What will be enhanced:

Leadership will be strengthened at all levels through open and honest communication. Our existing leaders will grow future leaders by modelling professional leadership behaviors, and providing necessary supports and training.

How we know we were successful:

- Enhanced staff engagement and coaching with their leaders (staff survey)
- Staff are mentored and fostered into future leaders of SC
- Staff state there is effective communication throughout the SC (staff survey)

What will be enhanced:

We are stronger together than individually. All programs and departments within the SC have a greater understanding of other areas with enhanced collaboration on initiatives. There is a better understanding of problems with referral to the appropriate area for resolution. All staff embrace the collective vision and priorities.

How we know we were successful:

- Staff state there is enhanced system thinking – one College one team
- Increased problem solving at staff and department levels
- Empowered decision-making at the staff level

3.2 Embrace “One College, One Team”



IV. Long-term viability...creating sustainability for years to come

4.1 Increase effective and efficient use of College assets

What will be enhanced:

Southeast College effectively manages its assets to assist in decision making and support sustainability. We have long-term investment strategies and preventative maintenance programs to maximize the life of their assets.

How we know we were successful:

- Maximized useful life of assets
- Increasing facility space utilization to full capacity
- Reduction in personal vehicle usage
- Reduction in unnecessary asset repairs

What will be enhanced:

As a leader in the development of innovative training opportunities, Southeast College aims to increase its non-government revenue by identifying opportunities to meet ongoing and future need of our partners.

How we know we were successful:

- Increasing targeted percentage of non-government revenue over 5-years
- A demonstrable increase in industry training and service options
- A demonstrable increase in strategic partnerships

What will be enhanced:

We will be a leader in identifying and helping to implement institutional collaboration to reduce costs and enhance the delivery of post-secondary education and training for students in the province.

How we know we were successful:

- Increase opportunities for integrated learning experiences by sharing key services and resources
- Enhanced sharing best practices for program delivery for student success
- Reduce duplication while maximizing resource allocations



VISION

"Fueling the future by changing lives, building careers, and growing communities"

MISSION

"Inspire and enable success by providing opportunity, accessible education and innovation through community involvement"

VALUES

We at Southeast College, practice professional ethical conduct in everything we do. We are guided by our three core values - **being...**

Innovative - our proactive approach to changing needs by being responsive, having the courage to try new things and growing from our experiences.

Authentic - meaningful interactions that are genuine, respectful, empathetic, and that embrace diversity.

Responsible - accountable for all our actions and those things entrusted to us in a way that is open and honest.

Student & Community Success

our students and partners achieve superior outcomes

1.1 Enhance student success along the learning and career pathway

1.2 Grow bold and creative initiatives to meet emerging workforce needs

1.3 Enhance our "gold star" standard

Effective Processes

...through meaningful relationships and well designed processes

2.1 Enhance our community presence

2.2 Strengthen stakeholder partnerships

2.3 Improve internal processes to achieve "gold star"

Engaged People

...delivered by strong cohesive teams and knowledgeable staff

3.1 Strengthen Leadership within the College

3.2 Embrace "One College, One Team"

Long-term Viability

...creating sustainability for years to come

4.1 Increase effective and efficient use of College assets

4.2 Increase non-government revenue streams

4.3 Enhance post-secondary system collaboration

Linkages between Southeast College and Provincial Government Goals

Saskatchewan Ministry of Advanced Education Goals

Student and Community Success

	Accessibility	Responsiveness	Sustainability	Accountability	Quality
Enhance student success along the learning and career pathway	√	√			
Grow bold and creative initiatives to meet emerging workforce needs	√	√	√	√	√
Enhance our “gold star” standard			√	√	√

Effective Processes

	Accessibility	Responsiveness	Sustainability	Accountability	Quality
Enhance our community presence	√	√			
Strengthen stakeholder partnerships	√	√		√	√
Improve internal processes to achieve “gold star”			√	√	√



Engaged People

	Accessibility	Responsiveness	Sustainability	Accountability	Quality
Strengthen leadership within the College				√	√
Embrace “One College, One Team”			√	√	√

Longterm Viability

	Accessibility	Responsiveness	Sustainability	Accountability	Quality
Increase effective and efficient use of College assets			√	√	
Increase non-government revenue streams	√	√	√		
Enhance post-secondary system collaboration			√	√	

Saskatchewan Ministry of Immigration and Career Training Goals

Student and Community Success

	Program Alignment with Labour Market Needs	Skilled Workforce	Employment Success for Under-represented Groups
Enhance student success along the learning and career pathway	√	√	
Grow bold and creative initiatives to meet emerging workforce needs	√	√	√
Enhance our “gold star” standard		√	

Effective Processes

	Program Alignment with Labour Market Needs	Skilled Workforce	Employment Success for Under-represented Groups
Enhance our community presence		√	√
Strengthen stakeholder partnerships	√		√
Improve internal processes to achieve “gold star”	√	√	



Engaged People

	Program Alignment with Labour Market Needs	Skilled Workforce	Employment Success for Under-represented Groups
Strengthen leadership within the College	√	√	√
Embrace “One College, One Team”		√	√

Longterm Viability

	Program Alignment with Labour Market Needs	Skilled Workforce	Employment Success for Under-represented Groups
Increase effective and efficient use of College assets	√	√	√
Increase non-government revenue streams	√	√	
Enhance post-secondary system collaboration	√	√	√

Moving forward



The Southeast College 2019-23 Strategic Plan will create a brighter future for learners in Saskatchewan. Learners will have the opportunities to pursue their learning goals and career aspirations. We will work together as “one campus – one team” to achieve success, towards our strategic priorities, and use our strengths and opportunities to get the best results.

We sincerely thank all who contributed to the development of our plan for the future. We look forward to working with our communities and stakeholders as we embark on our journey to becoming the “gold star standard” of post-secondary education in Saskatchewan and Canada.

**Together we are
“fueling the future” for a better
southern Saskatchewan**





CAMPUS LOCATIONS

Assiniboia Campus

Prince of Wales Building
201 Third Avenue West
Box 1059, Assiniboia, SK
S0H 0B0
Tel: 306-642-4287
Fax: 306-642-3397

Indian Head Learning Centre

708 Otterloo Street
Box 248, Indian Head, SK
S0G 2K0
Tel: 306-695-2245
Fax: 306-695-2226

Weyburn Campus and Administration Office

633 King Street
Box 1565, Weyburn, SK
S4H 2S5
Tel: 306-848-2500
Fax: 306-848-2517

Estevan Campus

532 Bourquin Road
Box 1750, Estevan, SK
S4A 1C8
Tel: 306-634-4795
Fax: 306-637-5225

Moosomin Campus

610 Park Avenue
Box 1457, Moosomin, SK
S0G 3N0
Tel: 306-435-4631
Fax: 306-435-4639

Whitewood Learning Centre

708 5th Avenue
Box 250, Whitewood, SK
S0G 5C0
Tel: 306-735-5263
Fax: 306-735-2999

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