PARKLAND COLLEGE STRATEGIC PRIORITIES AND OBJECTIVES - 2016 - 2020

Indigenization

The incorporation of the traditional colors of the medicine wheel into our strategic plans' visual representation symbolizes the central role indigenization will play in achieving our strategic priorities. The movement to embed indigenization within the strategic framework and operations of Parkland College will be guided by the input of Parkland College's inaugural "Indigenous Advisory Council". The council will advise the College's Executive team on the approaches to be adopted to better serve and meet the education and training needs of indigenous people.

I. Achieve (*learner outcome*)

We provide a superior learning and campus experience for all learners through quality programing and services. Learners can achieve their career aspirations, engage in the workforce and contribute to vibrant prosperous communities.

A1 Enhance the "learner" experience
Learners have a consistent favourable experience from registration to graduation. Every learner has an opportunity to be involved in campus culture activities and take an active leadership role in creating the campus culture.   The learner experience is enhanced by valued support systems. Positive social impact related to the achievements of all learners is improved and showcased.

Strategies to Achieve this Outcome
1. *Hire a Student Engagement and Recruitment Officer*
2. *Increase Allocation of Funds to campus activities*
3. *Develop a Student Engagement Plan that incorporates opportunities to engage the learners in planning and decision-making*
4. *Conduct a gap analysis of supports currently available to learners*
5. *Implement a public counselling position*

A2 Build successful careers
The programs offered are relevant to the current and future demands of the workplace. Parkland College has a comprehensive approach to attract and retain learners to the college that is aligned with the needs of business and industry.
Strategies to Achieve this Outcome
1. *Develop a comprehensive student recruitment plan*
2. *Develop and implement a standardized program review process*

3. *Develop processes and opportunities to increase interaction of students with employers and the workforce.*

A3 Strengthen quality programs and instruction

Parkland College has consistent standards for quality programing and instruction that meet identified community needs with evidence based instruction. Parkland College uses engaging instructional methods that are aligned with the needs of our learners. Our programs are well recognized and connected to future learning opportunities.

Strategies to Achieve this Outcome

1. *Develop a college wide set of instructional standards*
2. *Develop training and development opportunities as supports for instructional staff to meet the instructional standards*
3. *Create mechanisms for learners to provide feedback on their learning experience as a means of supporting instructional staff growth and development*
4. *Develop and implement a quality assurance protocol*

Measures:

1. *Annual Fulltime Learner Equivalents (FLE's)*
2. *Student Satisfaction Survey Results*
3. *Graduation/Completion Rates*
4. *Employment Rates*

II. Innovate (*internal process*es)

We excel as a premier post-secondary educational institution demonstrating positive social and economic impact through effective work and business processes, continuous innovation and evidence based decision-making.

I1 Improve and simplify business processes
Parkland College utilizes new and existing technology to improve, integrate and simplify work processes. Internal communication processes and structures supporting efficient operations across all departments and functions have been expanded. Employees feel supported and confident to identify and implement improvement solutions to enhance our service delivery to learners.
Strategies to Achieve this Outcome
1. *Conduct one process improvement event annually*
2. *Identify and implement organizational structures and processes for staff to identify improvement solutions*
3. *Pursue integrated business system solutions*
4. *Continue involvement in the province-wide move to a new provincial student information system*
5. *Review the current organizational structure to ensure alignment with the strategic priorities*

I2 Strengthen evidence based decision-making
Parkland College pursues, values and uses information as a vital part of the decision-making process. Parkland College employees are informed, understand and feel comfortable with the connection between data collection, analysis, documentation, reporting and decision-making.
Strategies to Achieve this Outcome
1. *Identify key data to be gathered and used in decision-making*
2. *Develop standardized processes and mechanisms/systems to collect identified data.*
3. *Create a standard process and template for decision-making briefing notes which includes supporting data.*
4. *Educate employees on the use of data to inform decision-making.*

I3 Elevate the role of Parkland College in social and economic development of the local and broader communities we serve.
Parkland College demonstrates a positive impact on the social and economic development of the Region and Province. Parkland College demonstrates a positive Return on Investment to the communities, funders and learners. There is a clear vision for Parkland College as a viable College to compete in the post-secondary system.
Strategies to Achieve this Outcome
1. *Continue to conduct an economic impact analysis*
2. *Identify and implement strategies and processes to measure and report on the college's social impact*

3. *Develop a communication plan to illustrate the college's positive impact on economic and social development.*
4. *Develop mechanisms to monitor the public's awareness of the college's social and economic impact.*

Measures
1. *Economic Impact data*
2. *Social Impact data*
3. *Public Awareness data*

III. Grow (people & leadership)

We recruit, retain and develop committed staff, leaders and teams. We are proud ambassadors of the College who have the knowledge and skills to help our learners to reach their career aspirations.

G1. Strengthen college integration and teamwork
Parkland College has a collaborative culture where information is shared, decision-making is transparent, and employee work is aligned with the strategic goals and learner needs. The synergy of working together is valued and builds on the collective strengths and creativity of individuals. There are opportunities for employees to collaborate, lead and do their best work in a positive environment.

Strategies to Achieve this Outcome:
1. *Review the current organizational structure to ensure alignment with the strategic priorities*
2. *Develop organizational structures to increase interdepartmental collaboration and communication*
3. *Create greater awareness and celebration of the accomplishments of the strategic plan.*

G2. Enhance employee skills, abilities and satisfaction
Parkland College engages highly supported and skilled employees dedicated to providing a successful learner experience. Parkland College proactively identifies its Human Resource needs that are aligned with the strategic plan and recruits and develops employees to meet the needs. Parkland College creates a culture where employees are encouraged to learn and develop. There is a comprehensive professional development plan aligned with the strategic goals, departmental work plans and individual development plans.

Strategies to Achieve this Outcome
1. *Review our employee engagement measures to ensure alignment with the priorities identified in the strategic plan*
2. *Develop a comprehensive staff development plan incorporating internal and external professional development activities*
3. *Review and refine our employee recognition program*
4. *Develop a human resources recruitment plan aligned with our strategic priorities*

G3. Strengthen leadership for the future
Parkland College is better able to enhance the emerging skills of all employees. Critical positions that require succession planning are identified and learning paths are developed to fulfill the need. Critical knowledge within Parkland College is transferred to new employees through orientation and workplace mentorship. There is a consistent leadership philosophy and approach to supporting, mentoring and coaching employees.

Strategies to Achieve this Outcome
1. *Develop a succession plan for identified critical positions*
2. *Review and revise our employee orientation process*
3. *Create a supervisor and leadership development strategy that includes the broadening of our leadership structure.*

Measures
1. *Employee engagement survey data*
    a. *% employees who say they were supported, coached and mentored by their supervisors*
    b. *% of employees who say they were supported by their leader.*
    c. *% who say they were recognized.*

IV. Advance (Financial/stewardship)

We maximize and grow our resources as a sustainable, accountable partner within the local and broader communities we serve.

AD1. Increase alternate revenue sources
Parkland College develops alternate revenue sources to augment government funding for program expansion. This is achieved through the further development of programs which generate revenue such as corporate and essential skills training, international development, continuing education and applied research.
Strategies to Achieve this Outcome
1. *Establish a comprehensive plan for corporate training with support structures.*
2. *Facilitate a process to identify potential sources of new revenue*
3. *Develop a comprehensive strategy and plan for International Education with support structures.*

AD2. Maximise use of physical assets
Parkland College makes the best use of their physical assets to realize a greater return on their capital investments. Existing facilities are improved to enhance the learner experience. There is higher utilization of training space, either through programing/training or alternative community use.
Strategies to Achieve this Outcome
1. Establish facilities utilization baseline with growth targets
2. Identify and pursue reasonable opportunities to increase facility utilization
    a. Create and implement a plan to enhance use of the Trades and Technology Center facility and site.
3. Develop facility utilization guidelines and protocols
4. Review our organizational structure to ensure effective oversight of facilities and physical assets

AD3. Strengthen philanthropy
Parkland College establishes an internal foundation that manages philanthropic gifts, organizing campaigns, and coordinates a planned giving strategy resulting in ongoing donor growth. This would include engaging Parkland College alumni and bequests. Alumni are engaged in Parkland College events, as volunteers, mentors, and in employer work placements.
Strategies to Achieve this Outcome
1. *Recruit a Director of Corporate Strategy and Development*
2. *Pursue outstanding naming rights at the Trades and Technology Center*
3. *Development of an internal college foundation with a structured planned giving strategy*

AD4. Minimize Risk related to the achievement of the strategic outcomes

The Enterprise Risk Management registry and processes are aligned with the new strategic plan. Potential risks related to the strategic plan are identified, prioritized and mitigation plans are in place.

Strategies to Achieve this Outcome

1. *Establish a process to regularly update our Risk Registry that incorporates staff input from all areas and levels of the College*

Measures

1. Annual percentage of non –government revenue
2. Facility utilization
3. Annual revenue generated through the internal foundation