

2018 - 2021 COMPREHENSIVE INSTITUTIONAL PLAN



 **GPRC**

GRANDE PRAIRIE REGIONAL COLLEGE

03

**EXECUTIVE
SUMMARY**

05

**ACCOUNTABILITY
STATEMENT**

06

**INSTITUTIONAL
CONTEXT**

08

**CONSULTATION
PROCESS**

11

**ALBERTA LEARNING SYSTEM
PRINCIPLES, GPRC BOARD OF
GOVERNORS ENDS & GPRC
STRATEGIC GOALS ALIGNMENT**

12

**GOALS, PRIORITY INITIATIVES
& EXPECTED OUTCOMES**

34

APPENDIX A

Financial & Budget Information

39

APPENDIX B

Enrolment Plan & Proposed
Programming Changes

44

APPENDIX C

Applied Research & Innovation

48

APPENDIX D

Community Outreach
& Underrepresented Learners

51

APPENDIX E

Internationalization

52

APPENDIX F

Capital Plan

61

APPENDIX G

Information Technology

EXECUTIVE SUMMARY

Grande Prairie Regional College (GPRC) is becoming a university. On February 22, 2018, the Honourable Marlin Schmidt, Minister of Advanced Education announced that GPRC is approved to grant degrees and embark upon the journey to becoming a university. GPRC's new mandate is the aspirations of regional leaders who knew it was time for a degree-granting institution in Northwestern Alberta.

Certificates, trades, diplomas and degrees – these programs will all be offered by GPRC, providing the breadth of post-secondary opportunities demanded by learners across the stewardship region. GPRC will continue to create and develop programming and services that support and enable citizens to attain their educational goals. Families and learners now know GPRC is degree granting and that the degrees offered will be focused on the unique needs of our region and will be developed in response to both learner and industry demand.

The expansion of research and scholarly activity is essential to the degree granting mandate. To this end, GPRC continues to increase its faculty and student involvement in research activities across the institution. New faculty-driven research and innovation projects in the areas of Health, Social Science, Business, Physical Education and Indigenous Education are underpinned by a robust system of institutional supports.

As GPRC prepares to occupy its space at the new hospital in 2020, the expansion of allied health programming continues to be an increasingly important priority. Needs assessments are being done and new programming, including diplomas in Pharmacy Technology and Occupational/Physical Therapy Assistant, is currently being developed.

GPRC continues to explore the exciting opportunity of culinary arts program delivery in the West Yellowhead region. The College is confident that investment in this initiative will result in an innovative program that serves both provincial and international students. A final decision regarding this potential programming will be made in early 2019.

GPRC's Vital fundraising campaign is moving to the public stage in November 2018; this campaign will continue until December 2020, ensuring adequate funding of exciting institutional initiatives that support the future of students and service to the region.

In anticipation of the attainment of university status, GPRC is in the process of a comprehensive review and updating current academic and non-academic policy. This review has expanded to include the creation of new policy in the areas of sexual assault, intellectual property and commercialization, mental health and, conflict of interest. Other policy will be developed as necessary.

GPRC continues to review and refine its business, human resources and information technology processes and checks to ensure timely and accurate recording and reporting. However, GPRC human and fiscal resources are taxed by the cost pressures created by the demand for increased government reporting, conflict of interest policy, executive compensation disclosure, greater information technology risk management and legislative compliance in a variety of areas.

Within the context of Alberta's Comprehensive Community Institutions (CCIs), the Council of Presidents has affirmed its - one council commitment to collaboration in achieving the goals and objectives (Adult Learning System Principles) of Alberta Advanced Education. Participation rates through regional access and affordability are current priorities for all CCIs and will be enhanced through coordination and the sharing of experience, resources, and knowledge. With the support and commitment of the Ministry of Advanced Education, we will collaborate and explore new and innovative approaches to maximize efficiencies, minimize duplication, and optimize resources within the Alberta system to increase financial sustainability for all CCIs. Community and stakeholder engagement will ensure the unique regional contexts and cultures are recognized and that learner needs are met. The alignment of these principles across CCIs provides opportunities to build upon and grow our collective strengths.

Research, our own experience and our students have shown that GPRC students, like students across Canada, are facing greater emotional stress than ever before. GPRC has recognized this reality and the institution's mental health services have been expanded to include the expertise of a Registered Psychologist who will design and implement mental health support services and programs that meet students' needs. This position will supervise a staff of mental health professionals who will ensure that our students have access to

competent, timely and caring assistance with their mental health challenges.

Physical and mental health are integrally connected. GPRC's proposed new High Performance Regional Athletics Centre will provide GPRC athletes, Physical Education and Kinesiology students, and elite athletes in our region with cutting edge facilities, training and educational opportunities that are currently unavailable in the region. This facility will enable elite athletes to remain in the Peace Region for their training, and will allow regional athletes who are unable to relocate, access to exceptional training facilities and coaching.

Through a broad consultation process, GPRC has created a Campus Master Plan that will inform all future space development and land use decisions and initiatives. The Capital Plan (Appendix F) highlights major restorative projects that includes the student residence on Fairview Campus – replacement of three dormitories is underway with a new facility reflecting current student housing standards.

At this time, GPRC is the only Canadian college to host a hospital on its grounds. However, Holmesglen, a college located in Melbourne, Australia, also has a hospital on its campus. GPRC has partnered with Holmesglen Institute to increase mutual understanding of how to maximize the pedagogical, practice, and research opportunities for students and staff afforded by this unique opportunity.

GPRC has proudly signed an Indigenous Protocol with our Circle of Indigenous Students (CIS); this protocol gives concrete expression to GPRC's leadership and students' commitment "to implement intellectual and cultural traditions of Indigenous peoples through curriculum and learning approaches that are inclusive of Indigenous ways of knowing and relevant to learners and communities."

To this end, GPRC has recently established an Indigenization Steering Committee that will, through an extensive consultation process, identify and implement initiatives that bring life to the words of the protocol. In addition, the Coordinator of Indigenous Initiatives at GPRC continues to work closely with the CIS to review all the recommendations of the Truth and Reconciliation Commission that pertain directly to post-secondary students and institutions. Recommendations resulting from this work will be brought to the GPRC Executive for approval and implementation.

The creation of this CIP included an extensive consultation process with over 15 stakeholder groups including:

- ▶ GPRC employees and student groups
- ▶ Members of GPRC Board of Governors
- ▶ Program advisory committees
- ▶ Municipal government representatives
- ▶ Regional Indigenous groups
- ▶ Regional Kindergarten to Grade 12 representatives
- ▶ Regional community organizations such as Chambers of Commerce

2018 – 2019 will be an exciting and challenging time at Grande Prairie Regional College. Our future, and the future of our students, is one of boundless hope and opportunity; our College is becoming a university! Our staff and students will write the next chapter of GPRC's history. The only certainty is that GPRC will continue to provide new and exciting post-secondary opportunities for all learners.

ACCOUNTABILITY STATEMENT



Natalia Reiman
Chair, Board of Governors



Don Gnatiuk
President and CEO, GPRC

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.



INSTITUTIONAL CONTEXT

In November 2007, the provincial government released the Roles and Policy Mandates Framework for Alberta's Publicly Funded Advanced Education System (Alberta Advanced Education and Technology, 2007). In light of this document, GPRC reassessed and revised its Mandate, Vision, Mission and Values. Approval for these changes was received from the Minister of Advanced Education and Technology in December 2008. In September of 2018, GPRC will submit a revised Mandate for approval; the revisions will recognise GPRC's new role as an Alberta degree-granting institution.

MANDATE

Grande Prairie Regional College is a public, board-governed college operating as a comprehensive community institution under the Post-Secondary Learning Act of Alberta. The College offers regional learners instruction and support services that are learner-centred and responsive to the lifelong educational needs of full-time and part-time students of diverse, multicultural and Aboriginal backgrounds.

As a comprehensive community institution, Grande Prairie Regional College is committed to expanding access to post-secondary education in its service area by responding to community and regional demand for both credit and non-credit programming. The College has developed a portal access delivery model that encourages other post-secondary institutions to deliver programming on site, enabling the establishment of collaborative partnerships that rapidly and effectively meet the varied needs of regional learners.

The College offers university transfer, diploma and certificate programs; apprenticeship and pre-employment training; and adult high school completion. Credit programs are offered in the areas of Liberal Arts, Education, Health and Wellness, Human Services, Fine Arts, Business, Technology, Academic Upgrading, Trades and Technical training, Agriculture and Environmental Sciences. The College also offers baccalaureate degrees, primarily as collaborative degrees.



In response to regional, community and industry demand, Grande Prairie Regional College provides a range of customized non-credit pre-employment programming, skills development, safety, English as a Second Language and community interest courses. The College meets community and industry demand for responsive and specific industry training through the provision of customized programming.

As an educational facility in northwest Alberta, Grande Prairie Regional College helps meet the cultural, recreational, athletic and conferencing needs of the region in partnership with service area, community and regional stakeholders. The College offers athletic, music, art and science summer camps, and the Douglas J. Cardinal Performing Arts Centre is frequently the site of community music festivals, dance recitals, speakers' series and industrial seminars.

The College encourages and supports applied research and scholarly activities, and innovation activities that complement and enhance teaching and learning in program areas and in industry sectors where its academic expertise enables such a contribution.

Grande Prairie Regional College is dedicated to providing learners in northwest Alberta with access to high quality and diverse lifelong learning opportunities, and to the responsible educational, fiscal and environmental stewardship of resources.

Approved by GPRC Board of Governors, October 30, 2008
and Alberta Advanced Education, December 11, 2008

VISION

GPRC is recognized by its learning communities for leadership in educational excellence.

MISSION

Creating connections to knowledge, experience and community one life at a time.

VALUES

The fundamental values of GPRC are:



STUDENT CENTRED



INTEGRITY



ACCOUNTABILITY



RESPECT



PASSION



INNOVATION



CONSULTATION PROCESS

As a member of Campus Alberta, GPRC, led by its Board of Governors, is committed to the development of a transformational Comprehensive Institutional Plan that meets the changing educational needs of the stewardship region through creative and innovative educational solutions. Thus, the strategic goals and priority initiatives of this CIP are aligned with the GPRC Board of Governors' Board Ends, the GPRC Mandate and departmental strategic plans and priority initiatives, as well as with the recommendations of the 2017 consultation process.

In the 2017 – 2018 academic year, GPRC consulted with a wide variety of stakeholders in the development of this CIP.

An independent consultant was contracted to conduct the consultation planning process and stakeholder meetings. Approximately, 20 diverse internal and external stakeholders were consulted throughout the process in August and October of 2017.

In June 2017, GPRC consulted the following groups:

- ▶ GPRC staff and faculty
- ▶ GPRC student groups, including the Students' Association of GPRC and the Circle of Indigenous Students
- ▶ Various community organizations
- ▶ Various industry representatives
- ▶ Regional school districts
- ▶ The City and the County of Grande Prairie, the towns of Fairview, Jasper, Hinton and Edson
- ▶ Grande Prairie and regional Indigenous groups, including the Grande Prairie Friendship Centre and regional bands

The initial planning phase of this process resulted in a review of the GPRC Board of Governors Ends, goals and priority initiatives as stated in the GPRC 2017 – 2020 Comprehensive Institutional Plan, Advanced Education's 2017 – 2020 Business Plan, and the Alberta Learning System Principles. The consultant submitted to the Vice-President Academics and Research two consultation guides (internal and external) and a communication plan. In the second of phase of the consultation process, a set of consultation guidelines and the 2017 – 2020 CIP were sent to both internal and external stakeholders along with an invitation to attend a specific consultation session. Each group was notified of the meeting time, purpose and scope of the consultation process, and a pre-determined set of questions were communicated in the consultation guidelines.

In the third phase, consultations were held separately with each group of stakeholders. In each meeting, key background information was discussed including the Alberta Learning System Principles, current regional realities, and GPRC programming and initiatives. The discussions and questions focused on current regional realities, GPRC program and course offerings, barriers to post-secondary education, and lastly, current and potential GPRC collaboration with community organizations and post-secondary institutions in Alberta and Canada.



The following groups represent the full list of internal and external stakeholders consulted in 2017:

EXTERNAL GROUPS

- ▶ City of Grande Prairie
- ▶ Chambers of Commerce
- ▶ Grande Prairie Aboriginal Circle of Services
- ▶ Grande Prairie Friendship Centre Board of Directors
- ▶ Sturgeon Lake Cree Nation
- ▶ County of Grande Prairie
- ▶ Town of Fairview
- ▶ Town of Hinton
- ▶ Town of Jasper
- ▶ Town of Edson
- ▶ Town of Grande Cache
- ▶ Program Advisory Committees Grande Prairie
- ▶ Program Advisory Committees Fairview

INTERNAL GROUPS

- ▶ Board of Governors
- ▶ Senior Leadership Team
- ▶ All Staff Grande Prairie
- ▶ All Staff Fairview
- ▶ Academic Chairs and Faculty
- ▶ Managers
- ▶ Circle of Indigenous Students
- ▶ Students' Association of GPRC

In November of 2017 the independent consultant submitted a final report summarizing the findings of the consultation process. The report highlights major themes and recommendations related to:

1. REGIONAL REALITIES AND STATISTICS

- ▶ The service region for Grande Prairie is not well-defined; Grande Prairie services approximately 300,000 residents who reside in the Northwestern Alberta, Northeastern British Columbia, and the Northwest Territories.
- ▶ Current GPRC student demographics indicate that approximately five per cent of students come from diverse northern communities with different social and economic challenges. GPRC needs the necessary support services and processes to welcome northern students.
- ▶ High regional employment leads to lower high school completion rates, and lower high school completion rates lead to lower post-secondary transition rates. GPRC enrolment is consequently impacted by these lower rates in the region.
- ▶ Relevant and reliable regional statistics are important for GPRC programming and services. A greater emphasis on gathering and analyzing statistics with respect to the Indigenous population, immigrants, international students, was identified as necessary.
- ▶ There was also an emphasis placed on gathering and analyzing information on:
 - ▷ Advanced Education transition rates to out of province post-secondary institutions
 - ▷ Mature population
 - ▷ English proficiency and academic upgrading
 - ▷ Dual credit program success
 - ▷ University transfer students' success
 - ▷ Migration patterns in and out of the region

EXTERNAL
CONSULTATIONS
AUGUST



INTERNAL
CONSULTATIONS
OCTOBER



FINAL REPORT
NOVEMBER



NEXT STEP:
LINKAGE TO CIP

2. CURRENT AND POTENTIAL PROGRAMMING

- ▶ A need for a continuous program improvement that responds to regional student and industry demand was identified.
- ▶ Degree granting status is crucial for the region and its citizens.
- ▶ Health programming needs to be expanded in the areas of palliative care, rehabilitation services, diagnostic imaging, ultrasound technician, and medical devices programming; however, this delivery may need to be on a rotational basis in response to both student and employer demand.
- ▶ Programs and courses need to align with regional demand as well as with current and future technological changes in the industry. This means GPRC programs should be adaptable to economic and industry changes for sustainability purposes.
- ▶ Focus on strategic partnerships and collaboration on program design and delivery with industry and post-secondary institutions in Canada and the world.
- ▶ Given the challenges of a dispersed learner population, develop a strategic framework for distance delivery with a focus on technological collaborations, policy development, and adequate human resources.
- ▶ While significant efforts are made to create a welcoming environment, there is much to be done to ease the transition for Indigenous, northern residents, and the LGBTQ community.

- ▶ Technological advances in the application process, automation of communications, and course and program delivery has become the norm for current and prospective learners. GPRC needs to adapt to the ever-changing requirements of technologically advanced learners.
- ▶ Overall, cost and funding to attend school continues to remain a challenge, especially for out of town and mature students with children.
- ▶ Must address regional demand for trained employees to support regional economic advantage.

3. COLLABORATIONS AND PARTNERSHIPS

- ▶ Review and expand current collaborations with post-secondary institutions, industry, and community organizations. The establishment of effective collaborations are time-consuming activities that require clear strategy and a special skill set.
- ▶ Utilize current GPRC land in Grande Prairie and Fairview.
- ▶ Maintain a direct communication line with alumni who provide credible endorsement of GPRC.
- ▶ Develop a comprehensive relationship framework with the City and County of Grande Prairie, Fairview, community adult education providers, and industry that aligns long term education strategies with anticipated industry requirements. Take advantage of the Research & Innovation department in expanding regional collaborations.



ALBERTA LEARNING SYSTEM PRINCIPLES, GPRC BOARD OF GOVERNORS ENDS & GPRC STRATEGIC GOALS ALIGNMENT

The strategic goals were developed to align with the Alberta Learning Systems Principles and GPRC Board of Governors' Ends; thus, a clear link is established for internal and external purposes.

ALBERTA LEARNING SYSTEM PRINCIPLES (ALSP)

1. Accessibility
2. Affordability
3. Quality
4. Accountability
5. Coordination

GPRC BOARD OF GOVERNORS ENDS

Grande Prairie Regional College exists so that People in the stewardship region and beyond have opportunities to improve their lives and communities at a cost that demonstrates value for results.

BOARD END 1

Students throughout the stewardship region have the knowledge and skills for success in whatever path they choose.

BOARD END 2

Citizens have accessible resources to improve the quality of life.

BOARD END 3

Economic well-being of the stewardship region is enhanced.

GPRC STRATEGIC GOALS EXCELLENCE IN:

1. THE STUDENT EXPERIENCE THROUGH QUALITY PROGRAMMING AND SUPPORT SERVICES

Aligned with:

- ▶ Quality, Accountability, Coordination – Alberta Learning System Principles
- ▶ Board End 1 – GPRC Board of Governors

2. ACCESSIBLE EDUCATIONAL OPPORTUNITIES AND RESOURCES FOR ALL LEARNERS

Aligned with:

- ▶ Accessibility, Affordability, Accountability – Alberta Learning System Principles
- ▶ Board End 2 – GPRC Board of Governors

3. RESEARCH AND ENTREPRENEURSHIP OPPORTUNITIES IN ACADEMIC PROGRAMMING AND IN OUR STEWARDSHIP REGION COMMUNITIES

Aligned with:

- ▶ Quality, Accountability – Alberta Learning System Principles
- ▶ Board End 3 – GPRC Board of Governors

4. COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Aligned with:

- ▶ Quality, Accountability, Coordination – Alberta Learning System Principles
- ▶ Board End 2 and 3 – GPRC Board of Governors

5. STAFF AND FACULTY ENGAGEMENT IN COLLEGE AND COMMUNITY INITIATIVES

Aligned with:

- ▶ Quality, Accountability – Alberta Learning System Principles
- ▶ Board End 2 – GPRC Board of Governors

6. ENTERPRISE RISK MANAGEMENT THROUGH ANTICIPATORY AND RESPONSIVE INITIATIVES

Aligned with:

- ▶ Accountability – Alberta Learning System Principles
- ▶ Board End 2 – GPRC Board of Governors

GOALS, PRIORITY INITIATIVES & EXPECTED OUTCOMES

QUALITY EDUCATION AND STUDENT EXPERIENCE

GPRC has a proud tradition of striving for excellence in high quality programs and education. More than 50 years of commitment to accessible and quality post-secondary education has culminated in GPRC becoming a degree-granting institution. GPRC's staff, faculty, students, community members, regional organizations, municipalities, and political leaders have long dreamed of, and advocated for, GPRC turning the page to become a university. That dream is now a reality. GPRC, having been given governmental license to proceed, is beginning work on the initial phase of the institutional readiness assessment required to meet the degree quality standards of the Campus Alberta Quality Council (CAQC).

GPRC will continue to be a comprehensive community institution; degree granting status will not affect GPRC's commitment to the delivery of Certificate, Diploma, and Trades programming. Nor will it affect GPRC's commitment to meeting any emergent post-secondary educational needs of regional learners. Collaborative degrees and partnerships with other institutions will continue to be honoured and valued by GPRC.

In recent years, students have consistently communicated the request that GPRC obtain degree granting status. In 2017, the Student Satisfaction Survey indicated a majority (98%) of students responding supported GPRC becoming a university with the ability to grant its own degrees.

Collaborating with post-secondary institutions is vital to GPRC and its learners. GPRC has partnered with the Southern Alberta Institute of Technology (SAIT) to deliver the highly-demanded Bachelor of Business Administration (Accounting Major) on the Grande Prairie campus. Students can now stay in Grande Prairie to complete the full four years of the degree program.

A unique collaboration with the University of Alberta enables regional learners and educators to complete an online Master of Education in Educational Studies (MES) program in the region. This program involves a combination of online and face-to-face learning components. GPRC provides on-campus space for the University of Alberta to deliver the face-to-face component of this program.

In May 2017, two Nursing faculty members visited Holmesglen Institute for a study tour which included visits to clinical sites, simulation labs, discussions around opportunities for scholarly activity and professional development, as well as a comparison of the Australian health care system with the Alberta provincial system. Two Holmesglen Nursing faculty members visited GPRC in May, 2018 for a study tour.

GPRC is undertaking major program research and development projects, including health programming for the opening of the new regional Grande Prairie hospital. Discussions and collaborations with Alberta Health Services will ensure a seamless transition of current and new programming to the hospital. GPRC will require ongoing financial assistance in order to fund the delivery of new health programming.

Aerial view of GPRC and the new Grande Prairie hospital



DO YOU SUPPORT GPRC TO BECOME A POLYTECHNIC UNIVERSITY WITH THE ABILITY TO GRANT ITS OWN DEGREES?

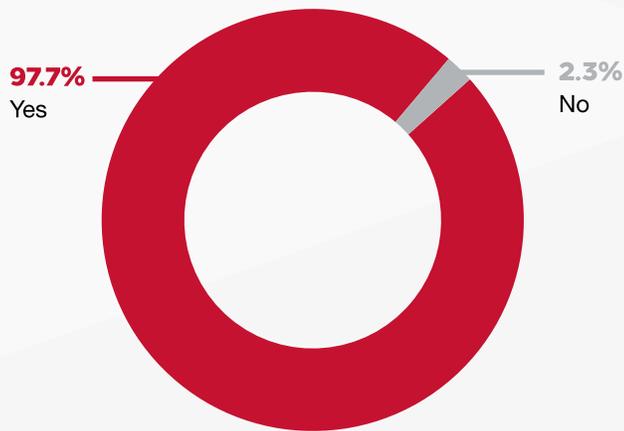


FIGURE: DEGREE GRANTING STATUS – STUDENT SATISFACTION SURVEY WINTER 2017

on the creation of high quality courses and programs that address accessibility challenges for learners, and identify future resources that will enhance the learning experience. It is anticipated that all GPRC departments will submit strategic plans for executive review by June of 2019.

- ▶ **Occupational/Physical Therapy Assistant Diploma Program (Fall 2019)** - Memorandum of Understanding (MOU) to initially broker the program through a partnership with Medicine Hat College has been signed. The vision is to have GPRC own its own program at a later date. Costing has been completed for capital, equipment, supplies, faculty and staff.
- ▶ **Licensed Practical Nurse (Fall 2019)** - Northern Lakes College currently delivers the Licensed Practical Nurse Program on GPRC's Grande Prairie campus. Initial discussions occurred to ensure the program can be hosted in the new Grande Prairie hospital for one year and then transition to GPRC delivery. GPRC is committed to joining the Curriculum Commons, with Northern Lakes College and Keyano College, to ensure joint maintenance of a shared curriculum.
- ▶ **Pharmacy Technician (Fall 2020)** - A needs assessment and costing for the program has been completed. A Memorandum of Understanding (MOU) that will allow GPRC to initially broker the program through a partnership with Bow Valley College has been signed. GPRC expects to own its own program when the new Grande Prairie hospital opens in the Fall 2020.
- ▶ **Health Information Management (Fall 2021)** - Initial work of determining demand in the community has been completed. High level costing has also been completed.
- ▶ **Health Care Aide (Fall 2022)** - GPRC will be employing a hybrid model of delivery (mix of face-to-face and online) when the provincial curriculum has been finalized and piloted by current post-secondary providers.
- ▶ **Bachelor of Business Administration (Accounting specialization)** - GPRC is offering the Bachelor of Business Administration, Accounting major through a collaboration with SAIT Polytechnic. This program is expected to increase in enrolment in response to the strong regional industry demand for accounting graduates. GPRC and SAIT share a vision to offer, in the future, the Management major through this collaboration.

THE FOLLOWING INITIATIVES ARE CURRENTLY UNDERWAY AND/OR PLANNED:

- ▶ **Business Administration Diploma Program** - GPRC will be adding a Work Integrated Learning Course as an elective in the spring of 2018. This elective will begin as a pilot for 12 – 15 students, who will be placed in paid work experience locations.
- ▶ **Culinary Arts Program in Jasper (Fall 2019)** - Community consultations have been conducted and a Community Advisory Committee has been formed and programming scenarios and curriculum programming frameworks are being explored.
- ▶ **Strategic Planning** - In 2018 the Departments of Nursing and Health Studies, Business and Office Administration, Physical Education and Kinesiology, and Human Services, as well as the West Yellowhead (Regional Stewardship) area will be revisiting existing strategic plans to align with GPRC's goals. These strategic plans will ensure thoughtfully designed future programming plans that focus

GPRC has established an extensive Program Review process that is founded on the primacy of evidence-based decision making by a strong, faculty-driven committee. All credit programs are reviewed annually and the Program Review Committee reports directly to Academic Council which approves any changes in program curriculum, suspensions, terminations, and reactivations. Furthermore, the Committee recommends and supports the allocation of recruitment resources to low enrolled programs as required.

Students surveyed are very satisfied with the quality and delivery of credit programming at GPRC. Through the Student Satisfaction Survey, GPRC surveys students about their satisfaction with GPRC programming. Recent results indicate that 92 per cent are “satisfied” or “very satisfied” that their programs and courses prepare them for their future career, while 88 per cent are “satisfied” or “very satisfied” that their programs and courses can prepare them for further post-secondary education.

The Continuing Education department at GPRC is committed to providing relevant, quality non-credit programming that is responsive to learner and industry needs. Courses and programs that are current in content and delivered by knowledgeable, experienced instructors, are vital to the reputation and long-term success of the department.

In order to ensure our non-credit programming continues to meet high quality standards Continuing Education will continue to:

- ▶ Employ instructors with the appropriate education, knowledge, and experience in the subject area
- ▶ Survey learners about their experience, expectations, and satisfaction with each course offering
- ▶ Perform quality reviews of all online course offerings

GPRC power engineering students



FIGURE: STUDENT SATISFACTION WITH GPRC PROGRAMMING - STUDENT SATISFACTION SURVEY FALL 2017

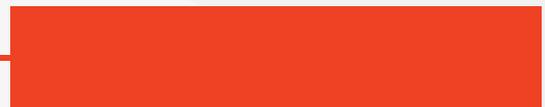
How satisfied are you that in your program and courses, learning material and lessons are current and relevant

93%



How satisfied are you that your program and courses provide you the knowledge and skills to contribute to your community

87%



How satisfied are you that your program and courses prepare you for further post secondary education

88%

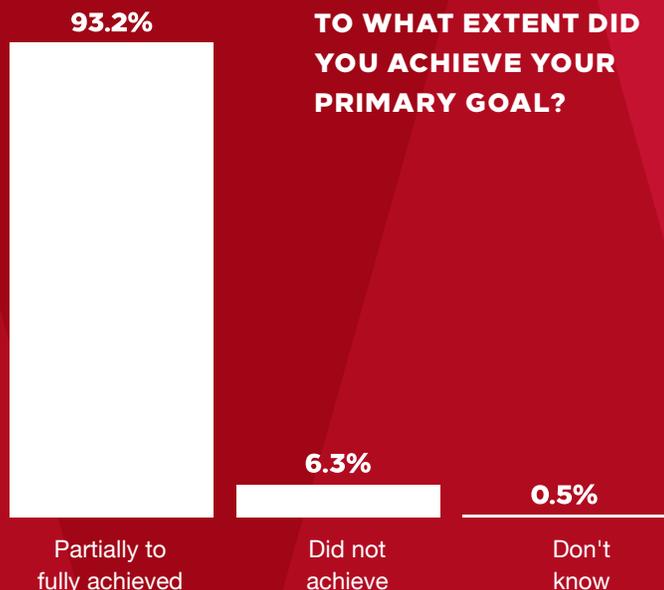


How satisfied are you that your program and courses prepare you for your future career

92%

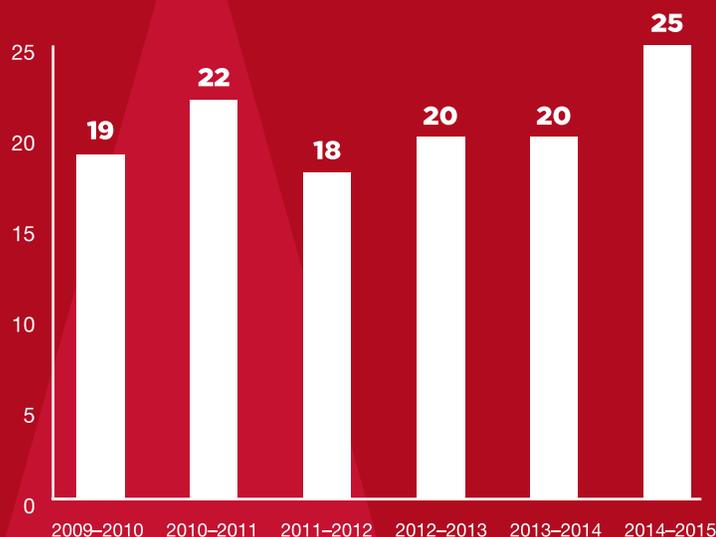


FIGURE:
PRIMARY EDUCATIONAL GOAL OF GPRC GRADUATES



Source: Graduate Outcome Survey 2015-2016

FIGURE: TRANSITIONAL VOCATIONAL PROGRAM – FULL LOAD EQUIVALENT (FLE) ENROLMENT



Source: Grande Prairie Regional College – Internal Data

ACCESS TO EDUCATION AND SUPPORT RESOURCES

Through its commitment to a portal model of service, GPRC has welcomed collaborative approaches to post-secondary education in Alberta. GPRC has a proud tradition of striving for excellence in both learner services and the provision of high quality programs and research opportunities; GPRC graduates are well prepared for productive employment, lifelong learning and participatory citizenship.

Programming at GPRC includes foundational learning provided by the Academic Upgrading department. This programming allows students to transition into all GPRC certificate, diploma, and university transfer undergraduate programming. GPRC Academic Upgrading students have access to a wide variety of collaborative and hosted degrees, University Transfer, Apprenticeship Trades and vocational programming, career programming, and Continuing Education offerings.

Student mental health and sexual assault support services are a high priority for GPRC. Thus, GPRC is creating a joint Administrative/Academic Sexual Misconduct Policy that will apply to all GPRC staff, volunteers and visitors. Once the policy is finalized, the Mental Health Team will introduce educational initiatives to address stigma, awareness, education, and prevention strategies.

The RBC Centre for Student Wellbeing is a partnership between RBC and GPRC that funds mental health resources and supports such as Peer Counselling, Student Ambassadors, and Experience GPRC. An on-site professional Psychologist and Mental Health Counsellors are also being put in place to meet students' mental health needs. Student voices are crucial to the effective implementation of a strategy for students' mental health and wellbeing. Consequently, the Mental Health Team will form an institutional Mental Health Committee comprised of students and GPRC staff and faculty as well as community members.

Recognizing the needs of regional communities and learners, GPRC has formally requested the Ministry of Advanced Education reinstate the highly-enrolled Fairview campus Transitional Vocational Program (TVP). GPRC understands how crucial TVP is to regional communities and will continue to consult with Advanced Education on how best to deliver this important programming. TVP was a high demand program with an average annual enrolment of 20 FLEs over the last six years.

The Human Services department's recent grant submission requesting three years of funding to transition our Children's Preschool Demonstration to a \$25 per day Daycare Centre was approved by the Ministry of Children's Services. Operations began August 2017. The Daycare Centre accommodates, community members and students in various GPRC programs who have young children and limited financial means. This initiative will support recruitment and retention at GPRC, as well as improve accessibility to post-secondary education for learners. A second year grant application was submitted and approved, requesting funding to supplement the current Daycare Centre with a new Director position.

GPRC, in collaboration with the Grande Prairie and District Chamber of Commerce, continues to support the University of Alberta third year medical students who do a module in rural medicine. GPRC provides a variety of support services for these medical students including testing facilities, technology, gym use and administrative support.

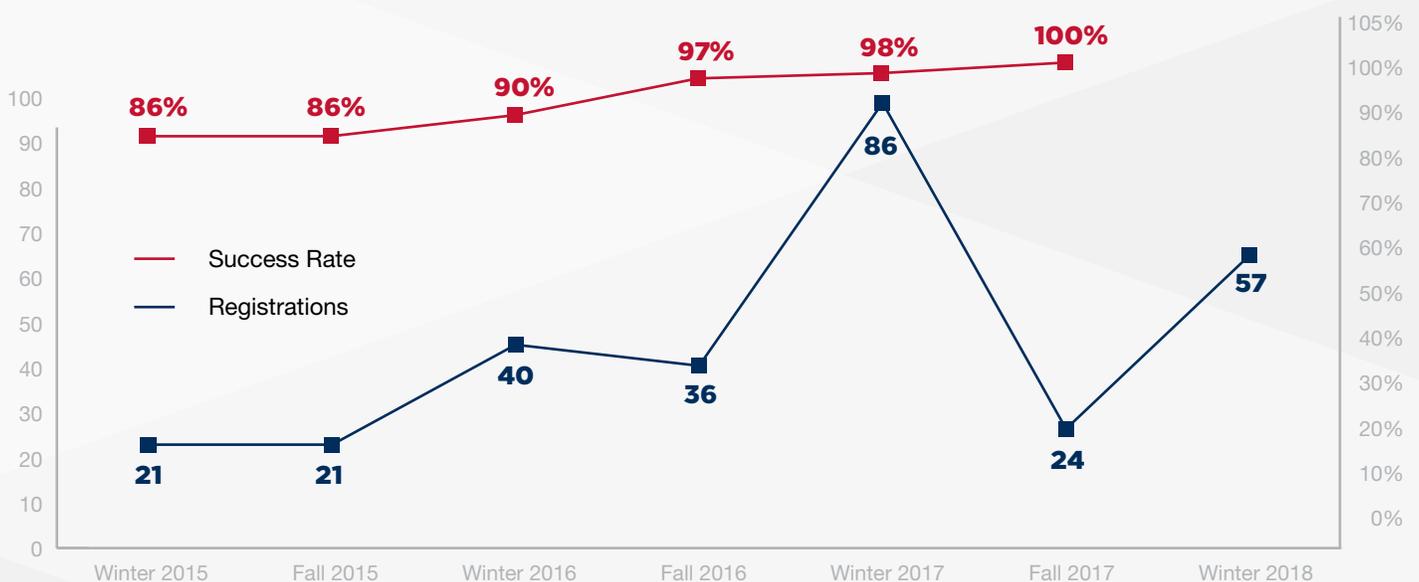
The GPRC School of Trades, Agriculture and Environment has developed relationships with regional secondary schools to deliver collaborative and customized dual credit programming. GPRC has developed Career and Technology Studies (CTS) training partnerships with the Parkland Composite High School

in Edson, as well as with two additional school districts in the Grande Prairie and Peace River regions. This initiative has set the foundation for the delivery of pre-employment welding in the West Yellowhead region and has also enhanced access to trades training for both community members and regional secondary school students.

GPRC continues to increase its visibility and awareness by expanding educational opportunities in the vocational industry. These initiatives are facilitated through trades camps, customized training and additional contracted programs. The Continuing Education department is committed to improving learner access for non-credit training opportunities throughout its service region. The increased access to, and availability of, videoconferencing technology, make it possible for GPRC's Information Technology department to support the delivery of courses to our learning centres in Hinton, Jasper, Edson and Grande Cache. In addition, supported Information Technology delivery can be broadcast to anywhere that has high speed internet, such as private homes, and offices.

Continuing Education has also expanded its service on the Fairview Campus and the West Yellowhead Regional Learning Centres, identifying programming that is needed in these areas.

FIGURE: DUAL CREDIT PROGRAM – REGISTRATIONS AND STUDENT SUCCESS RATE



Source: Grande Prairie Regional College – Internal Data

In order to improve access to learners in our stewardship region, Continuing Education will continue to:

- ▶ Collaborate with the learning centres to identify opportunities for the delivery of courses through both videoconference and face-to-face instruction.
- ▶ Educate and train Continuing Education instructors on how to use the videoconference equipment and troubleshoot issues.
- ▶ Identify solutions that would allow for courses to be delivered by videoconference, such as exam supervision, or specialized equipment alternatives.

Community connections and strong industry relationships are vital to the long-term success of GPRC Continuing Education. Thus, the Continuing Education department works with a variety of community organizations including the Aboriginal Employment Society and the Council for Lifelong Learning. The department is initiating an industry steering committee that will provide guidance on programming and strategic direction, and collaborating with other Comprehensive Community Colleges in Northern Alberta, to cross promote, non-competing programs, share facilities, and partner on new course development.

Videoconferencing



Sport and wellness opportunities are crucial to the health of both learners and community members. The GPRC Sport, Fitness and Wellness department is a leader in the provision of strong athletic, recreational and fitness opportunities for our students, staff and community. The excellent facilities and professional staff provides training, support and advice that assist both elite athletes, and community members to improve their overall wellness.

GPRC's multi-faceted fitness facility includes a fully-equipped weight room, a recently opened high performance training centre, a large multi-sport gymnasium, an indoor climbing gym, and a multipurpose fitness studio. Wolves varsity athletes, up-and-coming elite athletes, all have access to superior coaching, strength and conditioning programming and mental performance training. GPRC Club programs, camps, all-star games, tournaments and clinics all provide exceptional opportunities and access to developing coaches and youth in the community.

Community Partnership - Indigenization



\$25 per day Daycare



INSTITUTIONAL ENGAGEMENT AND COLLABORATIONS

GPRC is a proud partner of a variety of provincial, federal and international organizations and institutions. Through collaboration and engagement, GPRC has established meaningful partnerships that enhance access to, and the quality of, post-secondary education for learners. Through collaborations such as that with the Alberta Council on Admissions and Transfer (ACAT), learners are able to advance their post-secondary education dreams while staying in the region.

In 2016, GPRC entered into a partnership with the University of Alberta to deliver the face-to-face portion of the blended delivery Master's of Education in Educational Studies (MES) program. GPRC provides on-campus space to the University of Alberta. Since September 2017, a partnership between GPRC and the Southern Alberta Institute of Technology (SAIT) has enabled students to finish the Bachelor of Business Administration Accounting major on the Grande Prairie campus. GPRC is proud of these partnerships that provide access to regional learners to fulfill their educational dreams.

GPRC strives to ensure its students are aware of, and have access to, programming delivered at institutions across Alberta and British Columbia. The GPRC Transfer Fair sees western Canadian post-secondary institutions gather at the College every year so that GPRC students can learn about the transferability of GPRC's courses and programs and about the programs offered by other institutions.

These Colleges and Universities include:

- ▶ Alberta College of Art and Design
- ▶ Athabasca University
- ▶ Concordia University of Edmonton
- ▶ MacEwan University
- ▶ NAIT
- ▶ Okanagan College
- ▶ Portage College
- ▶ Royal Roads University
- ▶ Southern Alberta Institute of Technology (SAIT)
– School of Business
- ▶ The King's University
- ▶ Thomson Rivers University
- ▶ Trinity Western University
- ▶ University of Alberta
- ▶ University of Calgary
- ▶ University of Lethbridge
- ▶ University of Northern British Columbia

Athletics and sport partnerships with regional organizations such as the on-campus Alberta Sport Development Centre enhance existing collaborations and provide athletic opportunities for regional athletes. Student athletes and coaches have access to provincial and national level sport performance and training service in Northwestern Alberta. GPRC is also a member of the Canadian Collegiate Athletics Association (CCAA), competing on the national level and hosting the CCAA Women's Volleyball National Championship in March of 2018.





In addition to raising funds for student scholarships, bursaries and on-campus student supports, the GPRC External Relations Division supports GPRC through communications and marketing, event services, and development and alumni relations. The division continues to implement its strategic plan that aligns with and supports the Comprehensive Institutional Plan and is founded upon GPRC's vision, mission and values.

The division delivers its mandate through a strategy that emphasizes the fostering of supportive and positive relationships with key stakeholders of GPRC, including prospective students, alumni, and residents of the Peace Region, elected officials, and members of the business community, media, community organizations, potential and current donors, and government personnel. Success is measured through the strengthening of stakeholder relationships, the engagement of internal clients, the delivery of services, and the generation of revenues.

Specifically, the External Relations division is responsible for:

- ▶ Supporting the President and GPRC leadership in interactions with all levels of government and other key stakeholders.
- ▶ Managing GPRC brand through consistent and coordinated usage of GPRC's logo and related messaging.
- ▶ Marketing the College to prospective students in alignment with GPRC's recruitment goals and initiatives.
- ▶ Managing internal communication tools to support staff and faculty engagement.
- ▶ Managing media relations.
- ▶ Managing GPRC's social media and website presence.
- ▶ Managing and promoting the Douglas J. Cardinal Performing Arts Centre.
- ▶ Promoting and coordinating the use of GPRC facilities for conferences, events and other special activities, and coordinating services for these events.
- ▶ Managing GPRC Alumni/Foundation annual fundraising events.
- ▶ Overseeing the GPRC's development and advancement activities with donors and alumni including:
 - ▷ Alumni engagement events on and off campus
 - ▷ Donor appreciation events in Fine Arts and Athletics
 - ▷ Community Day
- ▶ Providing leadership and administration to the GPRC Alumni/Foundation (a registered charity with CRA) and the Vital Campaign Cabinet.

RESEARCH AND SCHOLARLY ACTIVITIES

GPRC strives to maintain its record of creative and groundbreaking research and innovation, as evidenced by the success of our established applied research initiatives: Pollutants to Products; National Bee Diagnostic Centre's research and diagnostic activities – the Technology Access Centre, and Community Enhancement Research initiatives. Two emergent initiatives within Physical Education and Kinesiology (Technology Innovation) and Nursing (Palliative Care) is evidence of increased capacity and faculty-community engagement.

The Research & Innovation department continues to lead the development of applied research and innovation capacity for GPRC and the stewardship region. Dedicated administrative, scientific, and technical staff support faculty and student engagement in leveraging research and innovation opportunities. Ensuring the appropriate positions are in place and the appropriate policies are developed and implemented is critical to the success of this department's activities. The addition of a dedicated position, Manager, Scholarship Innovation Research, with a primary focus on the development of scholarly activity is accelerating faculty and student engagement in research.

GPRC continues to maintain a robust research and innovation presence, providing national quality research and valuable student experience. Maintaining Top 50 Research College status is a complementary goal. To this end, GPRC encourages faculty members to engage in applied research, scholarly activity, technical problem solving and creative work for community clients such as industry and organizations. Engaging students in this work is of high priority; GPRC encourages students to undertake projects in entrepreneurship, applied research, innovation and creative works in the arts. Research and innovation – transforming teaching and learning at GPRC – is becoming part of our institutional culture.

Faculty members within the Physical Education and Kinesiology (PEAK) department are developing research integrated learning experiences as part of the department's research and innovation plan. The Department of Physical Education and Kinesiology is committed to integrating research and innovation into the learning experience. Research will seamlessly integrate core learning objectives in exercise and sport science, and core values of fitness and wellness with the benefits of practical research within the realm of kinesiology.

The Department of Business and Office Administration continues to enhance its applied learning activities and initiatives, including Peace Country Idol, the Student Business Conference, the Student Tax Clinic, the Student Business Plan Showcase, a Work Integrated Learning Course, and the Alberta Deans of Business' Case Competition.

The National Bee Diagnostic Centre (NBDC) – Technology Access Centre (TAC) is an active member of the Natural Sciences and Engineering Research Council (NSERC) funded TAC Access Network which actively encourages inter-collegial research collaborations and opportunities for students.

Applied research initiatives are community and/or industry based. GPRC maintains five such partnerships in various forms including:

- ▶ Pollutants to Products – Western Canadian industry
- ▶ National Bee Diagnostic Centre – Technology Access Centre – National Bee Industry, Government and University researchers
- ▶ Community Enhancement Research – Regional Municipal and Government;
- ▶ Grande Prairie Regional Innovation Network (GPRIN) – Regional Municipal Government and Community Organizations
- ▶ Alberta Rural Organic Waste to Resources Network (AROWRN) – Regional and Provincial industry, Governments and Researchers

Community Enhancement Research



Nursing







ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management (ERM) is a continuous, proactive and dynamic process designed to identify, manage and communicate potential risks and opportunities that might impact campus safety, operations, or the achievement of institutional academic and strategic goals.

GPRC has a formal process in place to guide the identification, assessment, treatment, monitoring and reporting of risks across the institution. This process includes the employment of established protocols for the reporting of incidents of legislative non-compliance and steps to address instances of non-compliance. All GPRC employees are involved in these efforts and are working to ensure a safe and secure college is part of the daily responsibility of all staff.

Through proactive Health, Safety, and Environmental and Security programs, GPRC continues to provide a safe, healthy, and secure environment for all members of the GPRC community. Both programs are aimed at protecting our students, employees, contractors, and the general public from injury and/or financial loss.

GPRC has identified emergency preparedness as a priority for capital spending (see Appendix F: Capital Plan), and proposed a significant investment in 2017-2018 to improve on-campus communication, security surveillance equipment, and other safety features.

In complying with the 2018 – 2021 CIP Guidelines, the following pages outline the priority initiatives for each of the six strategic goals for the next three years.

THE STUDENT EXPERIENCE THROUGH QUALITY PROGRAMMING AND SUPPORT SERVICES

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Power Engineering – Boiler Time accreditation from Alberta Boilers’ Safety Association	<ul style="list-style-type: none"> ▶ Quality Power Engineering 3rd and 4th class program ▶ Increased reputation of program and GPRC facilities ▶ Power Engineer graduates have greater steam time upon graduation 	Winter 2019	<ul style="list-style-type: none"> ▶ Regional workers’ demand for accreditation is achieved ▶ Community members will have financial savings by satisfying their educational needs within their region
Launch Occupational/ Physical Therapy Assistant Diploma program	<ul style="list-style-type: none"> ▶ Community, student, and hospital demand met ▶ Increased health program offerings ▶ Accessible program for regional learners 	Fall 2019	<ul style="list-style-type: none"> ▶ Community and hospital demand for skilled workers is achieved ▶ Learners have a diversified range of health program offerings ▶ Further collaboration opportunities with the hospital and Alberta Health Services
Develop the Oil and Gas Process Operator program	<ul style="list-style-type: none"> ▶ Sustainable/ Alternative energy (geothermal, solar, wind) ▶ Increased partnerships with local industry ▶ Increased recruitment to certificate trades training 	Spring 2020	<ul style="list-style-type: none"> ▶ Offer certificate program in the Fall of 2020 ▶ Regional learners have access to quality programming in oil and gas industry ▶ Citizens have access to alternative energy solutions throughout the region
Launch Culinary Arts Program in Jasper NOTE: Pending Advanced Education program approval	<ul style="list-style-type: none"> ▶ Accessible program for regional students and graduate cohort for regional employers ▶ Increased collaborations with institutions and professional organizations 	Fall 2019	<ul style="list-style-type: none"> ▶ Industry demand for program is fulfilled ▶ Learners have high employment opportunities in the region ▶ Expanded collaboration with regional employers and organizations

THE STUDENT EXPERIENCE THROUGH QUALITY PROGRAMMING AND SUPPORT SERVICES

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Launch the French Immersion Teachers Program	<ul style="list-style-type: none"> ▶ Trained French teachers in the stewardship region ▶ Regional need and demand for elementary school French teachers met 	Fall 2020	<ul style="list-style-type: none"> ▶ Regional teachers are well trained in their field of practice ▶ Accessible educational opportunity for teachers and learners
Reinstate the Drama Program	<ul style="list-style-type: none"> ▶ Increased and diversified program offerings ▶ Established community connections through drama ▶ Increased student recruitment and retention 	Fall 2020	<ul style="list-style-type: none"> ▶ Regional learners have access to high quality drama program ▶ Regional learners can stay in Grande Prairie to fulfill their educational dreams
Develop a student communication policy and plan	<ul style="list-style-type: none"> ▶ Student awareness of financial, academic, events, admission and registration changes ▶ Enhanced and reasonable inquiry response times ▶ Accountability framework for both students and staff 	Fall 2018	<ul style="list-style-type: none"> ▶ Decreased wait times for admission
Revise the current recruitment and retention strategic plan to support goals in departmental strategic plans	<ul style="list-style-type: none"> ▶ Increased internal connectivity and coordination around recruitment and retention goals ▶ Increased recruitment and retention initiatives and regional partnerships with regional schools and districts ▶ Increased enrolment and retention rates 	Fall 2018	<ul style="list-style-type: none"> ▶ Enrolment increase by 1% ▶ Regional high school students have access to post-secondary program information ▶ Increased collaboration with regional district school board and schools ▶ Retention increase by 1%

ACCESSIBLE EDUCATIONAL OPPORTUNITIES AND RESOURCES FOR ALL LEARNERS

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Launch Cooperative Trades Orientation (CTO) in the West Yellowhead region	<ul style="list-style-type: none"> ▶ Students have access to regional programming ▶ Industry partners have access to regional talent ▶ Increased partnerships with local industry 	Fall 2018	<ul style="list-style-type: none"> ▶ Trades orientation for regional learners ▶ Industry is satisfied with local talent ▶ Work placements for CTO Students within local industry
Expand Continuing Education service to further support Fairview campus	<ul style="list-style-type: none"> ▶ Community will have access to GPRC Continuing Education courses and training ▶ Community will be able to benefit from economies of scope for Instructional coverage for trades adjacent programming ▶ New programming such as cannabis management programs 	Fall 2018 – Ongoing	<ul style="list-style-type: none"> ▶ Increase in enrolment non-traditional certificate training for the local community ▶ Access to emerging markets through niche training in cannabis management programming
Apply, be awarded, and sustain provincial, federal and external stakeholder funding resources in Continuing Education department	<ul style="list-style-type: none"> ▶ Provide training that meets the five highest skilled-based job needs in the stewardship region ▶ Increase learner employability ▶ Deliver free educational opportunities for underemployed and unemployed citizens 	Ongoing	<ul style="list-style-type: none"> ▶ Increase learner enrolment by 2% each year ▶ Increase access to Continuing Education courses and programs
Establish new programming and/ or courses that meet the needs of the community in Continuing Education department	<ul style="list-style-type: none"> ▶ Develop five new certificate programs. Areas of focus will be: Community, Health, Safety and Industry, Business and Professional, and Environmental/ Forestry/Agriculture ▶ Develop five new courses established 	Fall 2019	<ul style="list-style-type: none"> ▶ Increase learner enrolment by 2% each year ▶ New programs and courses established ▶ Diversified course and program offerings ▶ Businesses will have access to regional talent
Partner with Indigenous communities and organizations in Continuing Education department	<ul style="list-style-type: none"> ▶ Engage Indigenous community with GPRC Continuing Education ▶ Develop and offer Indigenous programs and/or courses 	Ongoing	<ul style="list-style-type: none"> ▶ Increase learner enrolment by 2% each year ▶ New Indigenous programs and courses established ▶ Indigenization efforts towards the Truth and Reconciliation framework

RESEARCH AND ENTREPRENEURSHIP OPPORTUNITIES IN ACADEMIC PROGRAMMING AND IN OUR STEWARDSHIP REGION COMMUNITIES 1 OF 2

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Complete the NBDC-TAC expansion, integration of AAFC partnership, and implementation of the renewed TAC work plan	▶ Enhanced services that meet the beekeeping industry and researcher demand for diagnostic and applied research services	Summer 2018	▶ Enhanced diagnostic services provided to industry and research partners
	▶ Secure funding for National Health Survey Phase 2	Summer 2018	▶ Contract secured and initiative started
	▶ Enhanced innovation services for SMEs	Spring 2019	▶ SMEs purchase innovation services
Pre-commercialize Photobioreactor (PBR)	▶ Phase 2 Microalgae photobioreactor system to be operationalized	Summer 2018	▶ One external and two internal solarium research projects initiated
	▶ Pre-commercial pilot projects initiated	Fall 2018	▶ Developments consistent with work plan
	▶ Additional grant and industry funding attracted	Fall 2018	▶ Additional industry partnerships secured
Community Enhancement Research	<ul style="list-style-type: none"> ▶ Police and Crisis Team project completed ▶ New community enhancement projects initiated 	Fall 2018	<ul style="list-style-type: none"> ▶ One long-term research project, renewed or initiated ▶ Two yearly research projects
Increase faculty and student engagement in scholarly activities, research and innovation projects	<ul style="list-style-type: none"> ▶ Increased research and innovation opportunities for faculty and students ▶ Increased research-based curricula in programs 	Fall 2020	<ul style="list-style-type: none"> ▶ 20% of GPRC priority faculty engaged in research or innovation ▶ 20 students involved in research and innovation projects annually ▶ Research component within 20% of designated GPRC courses
Launch PEAK research and innovation program integration	▶ Strategic Plan for the department is complete	Summer 2018	▶ Strategic Plan completed
	▶ Students will have an integrated learning experience	Spring 2019	▶ R&I learning experience integrated into designated courses
	▶ Regional employers will have access to research and innovation integrated (ILE) PEAK talent	Spring 2019	▶ Enhanced employment and or business opportunity for graduates
	▶ College will be able to collaborate with community and industry (create partnerships)		

RESEARCH AND ENTREPRENEURSHIP OPPORTUNITIES IN ACADEMIC PROGRAMMING AND IN OUR STEWARDSHIP REGION COMMUNITIES 2 OF 2

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Nursing – Palliative Care	<ul style="list-style-type: none"> ▶ Palliative Care strategic plan ▶ Palliative Care (suite and learning centre) development plan ▶ New programming developed on a Phased basis (i.e. one-week intensive; post-degree certificate; embedded degree – major) 	<p>Spring 2019</p> <p>Spring 2019</p> <p>Fall 2019</p>	<ul style="list-style-type: none"> ▶ Strategic Plan completed ▶ Palliative Care suite plan completed ▶ One-week intensive first cohort intake
Comprehensive marketing of GPRC research and innovation	<ul style="list-style-type: none"> ▶ Faculty and students’ research and innovation activities featured regionally, provincially and nationally. ▶ Noted digital presence (website, Facebook, Twitter) 	Spring 2019	<ul style="list-style-type: none"> ▶ Faculty profiles posted (20% all faculty; and 100% faculty researchers ▶ Research and innovation activities featured in GPRC and other media productions and promotions ▶ Faculty and student activities featured
Active community and industry research and innovation partnerships	<ul style="list-style-type: none"> ▶ Existing collaborative partnerships maintained and new collaborative partnerships created ▶ Collaborative partnerships actively completing research and innovation projects ▶ Facilitate and supply research and innovation expertise for new projects 	Ongoing	<ul style="list-style-type: none"> ▶ Continued partnership with GPRIN, AROWRN and PACT ▶ Emergent projects within PEAK (various topics), Nursing (palliative care) and Beekeeping ▶ Priority projects identified and funded yearly
Develop faculty self-identification within a College Scholarship Model	<ul style="list-style-type: none"> ▶ Increased faculty engagement in scholarship projects ▶ Five Scholarship realms (Discovery, Integration, Application, Learning, Practice) standardized 	Fall 2020	<ul style="list-style-type: none"> ▶ 70% of existing faculty self-identify in at least one realm of scholarship; 100% of 2018 new faculty hires in degree-related programs engaged in some form of scholarly research by Fall of 2020

COMMUNITY ENGAGEMENT AND PARTNERSHIPS 1 OF 2

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Increase and improve communication and marketing	<ul style="list-style-type: none"> ▶ Enhanced profile of GPRC by the public, stakeholders, potential donors and future students 	Sept 2018	<ul style="list-style-type: none"> ▶ Launch biennial survey of community members and potential future students to guide GPRC external communication and marketing initiatives ▶ Continue to increase supports and monitoring of GPRC visual identity standards
Improve quality and consistency of GPRC external digital presence	<ul style="list-style-type: none"> ▶ Increased online stakeholder engagement ▶ Increased student satisfaction with website 	June 2019	<ul style="list-style-type: none"> ▶ Implement GPRC web and social media standards and procedures through an engagement processes with staff and faculty process. ▶ Increase satisfaction with website as measured in student satisfaction survey
Ensure staff and faculty have access to communicate effectively internally	<ul style="list-style-type: none"> ▶ Improved staff engagement and satisfaction with internal communications 	June 2019	<ul style="list-style-type: none"> ▶ Increase "Insider Today" internal newsletter viewing participation by 5% ▶ Increased staff engagement in above measured by surveys conducted by Human Resources
Increase and improve Event Services' revenue and community reach	<ul style="list-style-type: none"> ▶ Increased community support and awareness of GPRC ▶ Increased attendance at GPRC events 	June 2020	<ul style="list-style-type: none"> ▶ Pricing and rental policies developed and operating ▶ Marketing strategy for Event Services ▶ Attendance at Douglas J Cardinal Performing Arts Centre events increased by 2% over 2016-2017 attendance of 47,690 to a total of 48,644 ▶ Number of events hosted on campus increased annually by 2% cent over the 2016-17 total of 125 events to 128 events

COMMUNITY ENGAGEMENT AND PARTNERSHIPS 2 OF 2

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Increase revenue and recognition of GPRC through Event Services	<ul style="list-style-type: none"> ▶ Lower GPRC's direct costs to provide the region's communities a venue for educational, cultural and social events 	June 2020	<ul style="list-style-type: none"> ▶ Facility rental and event revenues increased by 2% annually
Secure grants, investments, donations and pledged support	<ul style="list-style-type: none"> ▶ Investments in facility modernizations, new capital projects and student awards 	June 2020	<ul style="list-style-type: none"> ▶ Public portion of Vital campaign launched ▶ Alumni giving increased by 20% ▶ Potential donor list increased by 20% ▶ Major requests increased by 50% ▶ Four annual donor events are being held in 2019
Increase Industry Partnerships	<ul style="list-style-type: none"> ▶ Creating mutually beneficial programs and services across the Region 	June 2019	<ul style="list-style-type: none"> ▶ Partnerships increased by 10%
Increase number of valid Alumni contacts	<ul style="list-style-type: none"> ▶ Increased alumni engagement ▶ Increased communication with Alumni 	June 2019	<ul style="list-style-type: none"> ▶ 10% increase in valid alumni contacts realized ▶ Alumni newsletter increased from four editions to six annually



STAFF AND FACULTY ENGAGEMENT IN COLLEGE AND COMMUNITY INITIATIVES 1 OF 2

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Partner with Alberta Health Services and Alberta Infrastructure on building the new hospital	<ul style="list-style-type: none"> ▶ Facilities and information technology access provided to program delivery ▶ Increased quality program offerings ▶ Access to hospital facilities for students in health programs 	Fall 2019	<ul style="list-style-type: none"> ▶ Increased enrolment in GPRC programs ▶ Diversified health programming for regional learners ▶ Expansion of collaboration between GPRC and Alberta Health Services, including expansion of Culture Team activities and partnerships
West Yellowhead Regional Stewardship staff collaborate with area school districts and Chambers of Commerce	<ul style="list-style-type: none"> ▶ Increased access to dual-credit opportunities for regional high school students ▶ Collaborative community initiatives launched ▶ Increased partnerships with local organizations and industry 	Ongoing	<ul style="list-style-type: none"> ▶ Dual credit courses developed ▶ New relationships established with regional community organizations and school districts ▶ Providing access to distant regional learners
Collaborate with and represent GPRC on the Grande Prairie Regional Innovation Network (GPRIN), and the Police and Crisis Team (PACT)	<ul style="list-style-type: none"> ▶ Administrative processes completed by GPRC staff ▶ Increased collaborations and partnerships in research and innovation projects ▶ Facilitate and supply research and innovation expertise for new projects ▶ Increased coordination with RCMP in mental health cases in the community 	Ongoing	<ul style="list-style-type: none"> ▶ Continued partnership with GPRIN resulting in increased projects ▶ Yearly priorities and initiatives established for both teams ▶ Continued partnership with PACT ▶ Community mental health services accessed
Establish a three-year Human Resources strategic plan that shifts HR activities from a transactional focus to a strategic operating model	<ul style="list-style-type: none"> ▶ Alignment of human resources management system with GPRC strategic priorities ▶ Improved service delivery to all GPRC departments ▶ Increased in-house and supervisory/ leadership development training and professional opportunities for staff and faculty 	Fall 2018	<ul style="list-style-type: none"> ▶ Human Resources policy updated ▶ In-house supervisory/ leadership development training and professional development opportunities provided ▶ Faculty and staff participation in training and development opportunities

STAFF AND FACULTY ENGAGEMENT IN COLLEGE AND COMMUNITY INITIATIVES 2 OF 2

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
<p>Establish a Student Innovation Lab – Makerspace</p>	<ul style="list-style-type: none"> ▶ Accessible space for students to develop collaborative self-directed applied research, innovation, entrepreneurship, or creative projects ▶ Greater student, faculty, and community interaction ▶ Mentored innovation and entrepreneurship incubation 	Fall 2019	<ul style="list-style-type: none"> ▶ Makerspace established and accessible to community ▶ Collaboration with GP Makerspace Society, GPRIN (funding), and an emergent provincial initiative ▶ Three yearly collaborative student projects ▶ One collaborative community-engaged student project per year
<p>Develop faculty self-identification with a College Scholarship Model</p>	<ul style="list-style-type: none"> ▶ Engaged faculty in scholarship projects ▶ Five Scholarship realms (Discovery, Integration, Application, Learning, Practice) standardized 	Fall 2020	<ul style="list-style-type: none"> ▶ 70% of faculty self-identify in at least one realm of scholarship ▶ Professional development is increased through research projects
<p>Continue to hold the Employee Recognition Awards</p>	<ul style="list-style-type: none"> ▶ Staff and faculty are engaged ▶ Commitment to and celebration of deserving staff and faculty ▶ Recognition of excellence in quality teaching and service 	Ongoing	<ul style="list-style-type: none"> ▶ Continued yearly awards for quality teaching and support services of faculty and staff ▶ Employee engagement and celebration of achievements ▶ Increased recruitment and retention of qualified and engaged staff and faculty



ENTERPRISE RISK MANAGEMENT THROUGH ANTICIPATORY AND RESPONSIVE INITIATIVES

PRIORITY INITIATIVES	EXPECTED OUTCOMES	DEADLINE	PERFORMANCE MEASURES
Facility Access Control	<ul style="list-style-type: none"> ▶ Engineered and administrative controls in place to protect campus property 	July 2019	<ul style="list-style-type: none"> ▶ Facility Access policy updated, vetted through GPRC community consultation process and approved
		September 2018	<ul style="list-style-type: none"> ▶ “Re-key” project of the Grande Prairie and Fairview Campus buildings initiated (excluding Residences) to ensure secure buildings and to increase faculty, student and staff safety ▶ Engineered controls include new electronic keys, card access, and new keys / cards issued to GPRC community members
Updated ERM Processes	<ul style="list-style-type: none"> ▶ ERM Policy and Guidelines reviewed and processes updated to reflect the viable culture of ERM at GPRC 	October 2018	<ul style="list-style-type: none"> ▶ ERM Policy and Guidelines updated, vetted through GPRC community, and approved
Updated Emergency Preparedness Program	<ul style="list-style-type: none"> ▶ User friendly information about emergency response plans available to all staff and students 	September 2018	<ul style="list-style-type: none"> ▶ Publicly accessible emergency egress guides completed and approved ▶ Security and Safety App available for download (App became available for download and use in February 2018)
Ensure compliance with legislation	<ul style="list-style-type: none"> ▶ GPRC protocols are followed to identify legislative non-compliance and include action items to achieve compliance 	September 2018	<ul style="list-style-type: none"> ▶ Instances of legislative non-compliance reduced
Viable Health, Safety, and Environmental Program	<ul style="list-style-type: none"> ▶ Completion of the Health, Safety, and Environmental Manual. Creates a framework for GPRC to work towards Safety Certificate of Recognition (COR) 	June 2019	<ul style="list-style-type: none"> ▶ Increased awareness amongst GPRC staff of health and safety concerns ▶ Work towards COR expedited

APPENDIX A:

FINANCIAL & BUDGET INFORMATION

THREE YEAR PLAN

GPRC produced a three-year balanced budget based on a 2% base funding increase in 2018 – 2019 and a net of seat reduction implications from Apprenticeship and Industry Training (AIT). With the expectation that Campus Alberta grant funding will remain flat for 2019 – 2020 and 2020 – 2021, as well as the anticipation of static enrolment and continuation of the tuition freeze, the Operational Budget Committee worked diligently to find efficiencies that enable necessary investments to support strategic goals.

GRANTS & REVENUE

In March 2018, GPRC received confirmation of a 2% increase in base grant funding for the 2018 – 2019 fiscal year, amounting to \$897,000. Apprenticeship and Industry Training (AIT) seats will decrease by 204 seats for 2018 – 2019, which translates to an estimated loss of \$661,000 in grant revenue and \$130,000 in tuition revenue. The net impact of these changes on revenue is an increase of \$106,000.

EXPENSES

In order to produce a balanced budget for 2018 – 2019, the Operational Budget Committee was tasked with finding efficiencies and prioritizing new expenses based on institutional needs. The decreased trade seats allowed for cost savings from instructors and various supplies budgets, operational efficiencies in processes allowed for savings within multiple administrative departments while investment was required for program development to position GPRC to move toward degree granting.

BUDGET DEVELOPMENT & STRATEGIES

GPRC delivers a balanced budget for 2018 – 2019. GPRC's Operational Budget Committee includes Senior Leadership Team members who have agreed to be committee members, as well as three non-voting members: Committee Chair, Secretary and Administrator.

Guided by the Budget Committee Terms of Reference with the intention to allow the institution to invest resources in areas aligned with strategic priorities, the group reviewed and evaluated information and data presentations from all departments throughout the College. Review of all information facilitated discussion amongst committee members and ensured approvals were made based on institutional priorities. During that process, ongoing and one-time investments were determined.

The committee used strategic working groups to ensure a thorough review was completed which then evaluated requests through a system of voting, ranking and prioritizing. Recommendations for final approval were provided to the Executive Council for ratification prior to final approval by the Board of Governors.

HUMAN RESOURCE STRATEGIES

As directed by the provincial government, Administrative and Executive salaries will remain at 2015 – 2016 rates until 2019. Negotiations for all bargaining groups are ongoing and the result of collective bargaining negotiations are unknown. For 2018 – 2019 there is no expectation of a negotiated increase; however the costs of step increases were planned. These assumptions were carried forward and applied to the two fiscal years beyond 2018 – 2019.

STAFFING STRATEGIES

To align staffing levels with decreases to AIT seats, a number of staffing reductions were necessary; however, there is no impact to apprenticeship and trades program staff as positions were vacant. An investment was made in Academic Upgrading through the addition of one new instructor. Efficiencies were identified in various supporting areas resulting in staff reductions.



PROGRAM INVESTMENT

GPRC is investing in:

- ▶ Academic Upgrading (1 new instructor)
- ▶ Indigenization
- ▶ Elder in Residence
- ▶ Animal Health
- ▶ Student Services
- ▶ Nursing Education
- ▶ Cyber-Security
- ▶ Degree Granting

LOOKING FORWARD

As in previous years and continuing into the future, GPRC has committed to reduce organizational discretionary spending and seek opportunities where possible, to generate revenue. GPRC continues to strive to provide better service at a lower cost and continuing investment in technological initiatives.

In light of the recent Government of Alberta announcement giving GPRC approval to pursue becoming a university, GPRC has allocated funds for program development to move the organization through the steps necessary to satisfy Campus Alberta Quality Council (CAQC) requirements for degree granting status.

PUBLIC SECTOR ACCOUNTING CONSIDERATIONS

With a number of new accounting standards being issued, GPRC evaluated the potential impact that these may have on the three year plan. The Public Sector Accounting Board has issued the following new accounting standards, which it was determined will have no financial impact on GPRC's next 3 fiscal years:

- ▶ PS 2200 Related Party Disclosures
- ▶ PS 3420 Inter Entity Transactions
- ▶ PS 3210 Assets

PROJECTED CONSOLIDATED STATEMENT OF OPERATIONS BY FUNCTION

		2018-2019 BUDGET	2019-2020 FORECAST	2020-2021 FORECAST
Revenue				
Government of Alberta grants	Note 1	51,837,485	51,837,485	51,837,485
Federal and other government grants		2,998,223	2,998,223	2,998,223
Student tuition and fees	Note 2	9,405,878	9,405,878	9,405,878
Sales of services and products	Note 3, 4	6,888,955	7,040,513	7,195,405
Donations and other contributions	Note 5	1,651,768	1,651,768	1,651,768
Investment income	Note 6	599,000	599,000	599,000
Total Revenue		73,381,309	73,532,867	73,687,759
Expense				
Instruction		29,536,945	29,753,852	29,975,147
Academic and student support		10,307,473	10,400,724	10,495,852
Facilities operations and maintenance		13,248,282	13,246,937	13,245,708
Institutional support		12,128,974	12,065,514	12,000,824
Ancillary services		4,215,408	4,197,064	4,178,392
Sponsored research		2,437,327	2,388,008	2,337,716
Special purpose and trust		1,506,900	1,480,768	1,454,120
Total Expenses		73,381,309	73,532,867	73,687,759
Annual operating surplus (deficit)		-	-	-
Endowment contributions		-	-	-
Annual surplus (deficit)		-	-	-
Accumulated surplus, beginning of year		35,883,146	35,883,146	35,883,146
Accumulated surplus, end of year		35,883,146	35,883,146	35,883,146

- ▶ PS 3320 Contingent Assets
- ▶ PS 3380 Contractual Rights
- ▶ PS 3430 Restructuring Transactions

BUDGET ASSUMPTIONS

Note 1: Base funding to increase by 2% in 2018 - 2019 and remain static for the subsequent two fiscal years.

Note 2: A decrease in AIT seats resulted in lower tuition and related fees for 2018 - 2019 and forecasted to remain static in the subsequent two fiscal years.

Note 3: Sales, rentals and services are projected to increase by 2.2% (CPI estimate).

Note 4: Revenue from contract programs is projected to increase by 2.2% (CPI estimate).

Note 5: Fundraising and donations are conservatively estimated to remain static.

Note 6: Investment income is anticipated to remain modest given current interest rates.

Note 7: Salary and benefit increases are a result of inflation and are estimated at 2% for both 2019 – 2020 and 2020 – 2021.

Note 8: Materials, Supplies and Services are anticipated to fluctuate based on planned initiatives.

Note 9: Maintenance and repairs are anticipated to increase 2.2% (CPI estimate).

Note 10: Utilities are anticipated to increase 2.2% (CPI estimate).

Note 11: Cost of goods sold is projected to increase 2.2% (CPI estimate).

PROJECTED CONSOLIDATED STATEMENT OF OPERATIONS BY OBJECT

		2018–2019 BUDGET	2019–2020 FORECAST	2021–2021 FORECAST
Revenue				
Grants	Note 1	54,835,708	54,835,708	54,835,708
Tuition and related fees	Note 2	9,405,878	9,405,878	9,405,878
Sales, rentals and services	Note 3	5,583,020	5,705,847	5,831,376
Contract programs	Note 4	1,305,935	1,334,666	1,364,029
Fundraising and donations	Note 5	1,651,768	1,651,768	1,651,768
Investments	Note 6	599,000	599,000	599,000
Total Revenue		73,381,309	73,532,867	73,687,759
Expense				
Salaries and benefits	Note 7	46,925,948	47,864,467	48,821,756
Materials, supplies and services	Note 8	16,439,459	15,574,932	14,693,264
Amortization of tangible capital assets		5,990,200	5,990,200	5,990,200
Maintenance and repairs	Note 9	1,782,615	1,821,833	1,861,913
Utilities	Note 10	1,674,717	1,711,561	1,749,215
Cost of goods Sold	Note 11	68,370	69,874	71,411
Scholarships and bursaries		500,000	500,000	500,000
Total Expenses		73,381,309	73,532,867	73,687,759
Annual operating surplus (deficit)		-	-	-
Endowment contributions		-	-	-
Annual surplus (deficit)		-	-	-
Accumulated surplus, beginning of year		35,883,146	35,883,146	35,883,146
Accumulated surplus, end of year		35,883,146	35,883,146	35,883,146

2018-2019 BUDGETED CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (NET DEBT)

	2018 – 2019 BUDGET	2017	2016
Annual surplus (deficit)	-	1,629,238	4,567,340
Acquisition of tangible capital assets	(2,500,000)	(4,057,162)	(4,380,111)
Proceeds from sale of tangible capital assets	-	178,500	47,341
Amortization of tangible capital assets	5,990,200	5,389,449	5,472,697
Loss on sale of tangible capital assets	-	(117,850)	1,860
Change in inventories of supplies	4,569	5,864	3,273
Change in prepaid expenses	(119,374)	(381,540)	142,792
Change in spent deferred capital contributions	(1,979,543)	(1,576,970)	(1,569,234)
Net accumulated remeasurement gains (losses)	-	(792)	(1,631)
Increase in net financial assets	1,395,852	1,068,737	4,284,327
Net financial assets, beginning of year	5,297,713	4,228,976	(55,351)
Net financial assets, end of year	6,693,565	5,297,713	4,228,976



APPENDIX B: ENROLMENT PLAN & PROPOSED PROGRAMMING CHANGES

Over the past three years, GPRC enrolment has decreased primarily due to the decrease in apprenticeship seats. Low regional high school to post-secondary transition rates, coupled with high employment opportunities, pose consistent enrolment challenges. Thus, with a mission to reach every high school student in the region, the GPRC Strategic Enrolment and Retention Committee is implementing a recruitment and retention strategy. The recruitment team expanded visits to regional high schools in the City and County of Grande Prairie, Fairview, West Yellowhead Region. The team also visited isolated high schools in northern Alberta and the Northwest Territories. The retention team is creating a strategic plan that will focus on improving student success and GPRC experience through targeted initiatives.

In terms of credit programming, GPRC is updating the courses in 3rd Class Power Engineering to ensure industry relevancy as well as compliance with the Standardization of Power Engineer Examinations Committee (SOPEEC) regulations. The upgrades to the Alberta Boilers Safety Association (ABSA) - approved Power Lab on the GPRC Fairview campus will allow the implementation of this revised curriculum and will also reduce the required steam time for learners will need to obtain working in the industry.

As requested by both Advanced Education and Alberta Works, GPRC is working to update the current curriculum for the Cooperative Trades Orientation (CTO) program. The updated curriculum will allow for the CTO program to better align with Advanced Education's intent to recognize the program as a credentialed certificate.

GPRC is committed to implementing the proposed curriculum changes approved by AIT in both Steamfitter-Pipefitter and Heavy Equipment Technician. These changes will allow GPRC to remain current, consistent and competitive with all other provincial technical training institutions in providing the most up-to-date instructional delivery for both programs.

GPRC is also planning program development for the opening of the regional hospital on GPRC land. 4,000 square metres of building space will be dedicated to GPRC programming and services. Other programming initiatives intended for implementation at GPRC within the next five years include:

- ▶ **Culinary Arts Program in Jasper - (Fall 2019)** – Community consultation meetings have taken place and community Advisory Committee has been formed and is operating. Possible programming scenarios are being developed and curricula are being designed.
- ▶ **Occupational/Physical Therapy Assistant diploma program (Fall 2019)** – A Memorandum of Understanding (MOU) to broker this program through a collaboration with Medicine Hat College has been signed and a Memorandum of Agreement is being developed. The intent of GPRC is to develop and own curricula for this programming. Costing for capital, equipment, supplies, faculty and staff is complete
- ▶ **Health Information Management (Fall 2021)** – The initial work of determining demand in the community has been completed and high level costing has also been completed.
- ▶ **Licensed Practical Nurse (Fall 2019)** – The current partnership with Northern Lakes College has Northern Lakes College delivering the Licensed Practical Nurse Program on GPRC's Grande Prairie campus. GPRC's intent is to join, in the future, the Curriculum Commons, with Northern Lakes College and Keyano College, to participate in the development and maintenance of a shared Licensed Practical Nursing Program in the future.
- ▶ **Pharmacy Technician Program (Fall 2020)** – A needs assessment and costing analysis for the delivery of this program is complete. A Memorandum of Understanding (MOU) to broker the program, initially, through a partnership with Bow Valley College, has been signed. GPRC's plan is to own and deliver its own program when the new Grande Prairie Hospital opens in the Fall 2020.

- ▶ Bachelor of Business Administration (Management specialization) – There is a strong need for accounting degree graduates in the GPRC stewardship region. To meet the demand for this programming, GPRC is offering the Bachelor of Business Administration with an Accounting major through a collaboration with SAIT. It is hoped that in the future a Management major will also be offered through this collaborative model. This unique partnership will ensure learner access to this highly-demanded degree and provide much needed graduates to the financial industry across our region.
- ▶ Reinstatement of Drama program – GPRC reintroduced four drama courses in the 2017-2018 academic year with the expectation that the Drama Program will be reinstated as soon as possible.
- ▶ In compliance with Advanced Education’s recommendation to review all active programs in the Provider and Program Registry System (PAPRS), the Program Review Committee reviewed all current active credit programming. Through the review process, program delivery decisions were made and programs that have consistently had no enrolment in the past few years or were transitioned from Fairview NAIT to GPRC in 2008 but never offered, were suspended, or eliminated. These decisions include:
 - ▷ Visual Arts and Design Interactive Digital Design – Suspended until June 30, 2021 for further research, development, and enrolment demand (being redeveloped)
 - ▷ Visual Arts and Design Studio Practice – Suspended until June 30, 2021 for further research, development, and enrolment demand (being redeveloped)
 - ▷ Heavy Equipment Certificate – Suspended until June 30, 2021 for further research, development, and enrolment demand (low enrolment)
 - ▷ Power Engineering Gas Process Operations – Terminated effective July 1, 2018 (program transitioned from NAIT North – not offered by NAIT North or by GPRC)
 - ▷ Power Engineering First Class – Terminated effective July 1, 2018 (program transitioned from NAIT North – not offered by NAIT North or by GPRC)
 - ▷ Power Engineering Fifth – Suspended until June 30, 2021 for further research, development, and enrolment demand (program transitioned from NAIT North – not offered by NAIT North or by GPRC)
 - ▷ Power Engineering Certificate Fairview – Terminated effective July 1, 2018. This is an old program name that existed in Fairview College transition. This will not affect current Power Engineering 3rd and 4th class offerings. (program transitioned from NAIT North – not offered by NAIT North or by GPRC)
 - ▷ Pre-Employment General Mechanics – Suspended until June 30, 2021 for further research, development, and enrolment demand (low enrolment)
 - ▷ Pre-Employment Machinist – Terminated effective July 1, 2018 (no enrolment)
 - ▷ Pre-Employment Carpenter – Terminated effective July 1, 2018 (no enrolment)
 - ▷ Pre-Employment Electrician – Suspended until June 30, 2021 for further research, development, and enrolment demand (being redeveloped)
 - ▷ Pre-Employment Machinist/Millwright – Terminated effective July 1, 2018 (no enrolment)
 - ▷ Turfgrass Equipment Technician - Terminated effective July 1, 2018 (program transitioned from NAIT North – not offered by NAIT North or by GPRC)
 - ▷ Emergency Medical Responder – Terminated effective July 1, 2018 (no enrolment)
 - ▷ Active Aging Fitness Practitioner – Terminated effective July 1, 2018 (no enrolment)
 - ▷ Fitness Leadership Certificate – Terminated effective July 1, 2018. This was the first year of the current 2-year Personal Trainer Program. (no enrolment)
 - ▷ Business Administration Diploma E-Commerce – Terminated effective July 1, 2018 (program transitioned from NAIT North – not offered by NAIT North or by GPRC)



GPRC FULL LOAD EQUIVALENT (FLE) TREND - EXCLUDING APPRENTICESHIP

		2016–2017 ACTUALS	2017–2018 ESTIMATE	2018–2019 PROJECTION	2019–2020 PROJECTION	2020–2021 PROJECTION
Aboriginal Administration		2.800	0.0	2.0	2.0	2.0
Academic Upgrading		105.218	119.9	119.9	119.9	119.9
Animal Health Technology		53.222	46.7	46.7	46.7	46.7
Business Administration Certificate		117.500	112.2	112.2	112.2	112.2
Business Administration Diploma	Accounting	15.700	20.1	20.1	20.1	20.1
	Accounting and Investment Management	3.700	0.4	0.4	0.4	0.4
	Financial Services	8.400	5.9	5.9	5.9	5.9
	General	5.700	5.3	5.3	5.3	5.3
	Management	7.400	2.7	2.7	2.7	2.7
	Marketing	2.100	1.1	1.1	1.1	1.1
Computer Systems Technology Certificate		19.000	16.3	16.3	16.3	16.3
Computer Systems Technology Diploma		3.200	3.8	3.8	3.8	3.8
Co-operative Trades Orientation		4.800	1.6	1.6	1.6	1.6
Early Learning and Child Care	General	54.909	72.4	72.4	72.4	72.4
Early Learning and Child Care		14.318	18.9	18.9	18.9	18.9
Educational Assistant	General	28.768	28.3	28.3	28.3	28.3
Fitness Leadership	Fitness Leadership	0.500	0.0	0.0	0.0	0.0
Harley Davidson® Technician		13.000	10.0	10.0	10.0	10.0
Kinesiology		0.800	8.8	8.8	8.8	8.8
Motorcycle Mechanic		11.577	16.5	16.5	16.5	16.5
Music Diploma	Music Technology	0.300	0	0.0	0.0	0.0
	Performance	4.050	4.5	4.5	4.5	4.5
Office Administration Certificate	Basic Bookkeeping	18.883	11.2	11.2	11.2	11.2
	Dental Office	7.500	0.0	0.0	0.0	0.0
	Legal		6.8	6.8	6.8	6.8

Terminated program effective July 2017

New program effective July 2017

GPRC FULL LOAD EQUIVALENT (FLE) TREND - EXCLUDING APPRENTICESHIP

Office Administration		29.517	18.9	18.9	18.9	18.9
Oil & Gas		3.350	10.9	10.9	10.9	10.9
		2016-2017 ACTUALS	2017-2018 ESTIMATE	2018-2019 PROJECTION	2019-2020 PROJECTION	2020-2021 PROJECTION
Dental Office Clerk		7.500	3.3	3.3	3.3	3.3
Office Administration Intensive Diploma	Microcomputer Office Specialist	0.400	0.0	0.0	0.0	0.0
Open Studies		175.832	176.2	176.2	176.2	176.2
Parts & Materials Technician Certificate		13.064	11.4	11.4	11.4	11.4
Perioperative Nursing		26.869	9.8	9.8	9.8	9.8
Personal Trainer		29.400	21.4	21.4	21.4	21.4
Power Engineering	Fourth Class	36.572	12.6	12.6	12.6	12.6
	Third Class	19.920	5.7	5.7	5.7	5.7
Pre-Employment	Welding	4.500	7.5	7.5	7.5	7.5
ThinkBIG Service Technician		46.723	43.7	43.7	43.7	43.7
Unit Clerk		27.139	32.9	32.9	32.9	32.9
UT: Bachelor of Arts		99.877	105.6	105.6	105.6	105.6
UT: Bachelor of Commerce		36.501	31.1	31.1	31.1	31.1
UT: Bachelor of Education		123.170	135.3	135.3	135.3	135.3
UT: Bachelor of Engineering		15.853	24.3	24.3	24.3	24.3
UT: Bachelor of Fine Arts		4.700	3.3	3.3	3.3	3.3
UT: Bachelor of Kinesiology		42.534	40.7	40.7	40.7	40.7
UT: Bachelor of Music		11.968	4.7	4.7	4.7	4.7
UT: Bachelor of Science		73.101	58.2	58.2	58.2	58.2
UT: Bachelor of Science in Computing Science		8.000	8.3	8.3	8.3	8.3
UT: Bachelor of Science in Nursing		142.987	138.3	138.3	138.3	138.3
Visual Arts and Design		16.850	22.5	22.5	22.5	22.5
Grand Total		1,500	1,440	1,442	1,442	1,442

Terminated program effective July 2017

New program effective July 2017

GPRC FULL LOAD EQUIVALENT (FLE) TREND - APPRENTICESHIP

		2016-2017 ACTUALS	2017-2018 ESTIMATE	2018-2019 PROJECTION	2019-2020 PROJECTION	2020-2021 PROJECTION
Apprenticeship	Automotive Service Technician	21.093	24.0	24.0	24.0	24.0
	Carpenter	14.685	12.5	12.5	12.5	12.5
	Electrician	99.283	84.5	84.5	84.5	84.5
	Heavy Equipment Technician	80.634	64.3	64.3	64.3	64.3
	Instrument Technician	1.335	1.9	1.9	1.9	1.9
	Millwright	34.443	23.5	23.5	23.5	23.5
	Motorcycle Mechanic	20.147	16.9	16.9	16.9	16.9
	Parts Technician - Parts Technician	16.742	11.8	11.8	11.8	11.8
	Plumber	9.612	9.3	9.3	9.3	9.3
	Sheet Metal Worker	1.998	1.7	1.7	1.7	1.7
	Steamfitter-Pipefitter	18.957	13.3	13.3	13.3	13.3
	Welder	32.574	20.6	20.6	20.6	20.6
Grand Total		352	284	284	284	284





APPENDIX C: RESEARCH, APPLIED RESEARCH & SCHOLARLY ACTIVITIES

In 2007, GPRC and its community partners created the Centre for Research & Innovation (CRI) to lead the development of applied research and innovation capacity for GPRC and the communities at GPRC. Since 2016, the Research & Innovation department has fulfilled and expanded this mandate; the department was renamed to better reflect its integration into GPRC Research & Innovation and has increased both its innovation and research capacity as well as its activity in both.

GPRC determines its research priorities based on its institutional strengths and regional needs ensuring that through effective collaboration with Campus Alberta partners, GPRC participates in meeting the research and innovation needs of the region and the province.

In all its research activities, the Research & Innovation department strives to involve both students and faculty. This approach has resulted in a steady growth in the involvement of both faculty and students in research and innovation activities, as evidenced by the emergence of new research initiatives in the departments Physical Education and Kinesiology and Nursing.

The department of Research & Innovation retains its leadership role in promoting a culture of innovation within the GPRC community and the stewardship region at large. Currently, Research & Innovation provides leadership to three established research initiatives (National Bee Diagnostic Centre, Pollutants to Products, and Community Enhancement Research) and is supporting the development of emerging initiatives such as Palliative Care.

The Director of Research & Innovation also ensures GPRC's representation on the Grande Prairie Regional Innovation Network (GPRIN) and the Alberta Rural Organic Waste to Resources Network (AROWRN). GPRIN is focused on innovation services for regional innovators and GPRC participates as a funding partner and a supplier of applied research expertise, as well as acting as administrative agent, for the partnership.

GPRC Research & Innovation is currently developing a commercialization framework that will include policy and processes that will promote the responsive, effective commercialization of GPRC research consistent with provincial Conflict of Interest Law.



RESEARCH & INNOVATION – FOCUS OF EFFORT

FOCUS 1:

Collaborate within the Alberta Research and Innovation Framework 2017 in order to develop a robust Pan-Alberta applied research network and system.

The Research & Innovation department leads efforts, on behalf of GPRC, to facilitate faculty collaborations with colleagues throughout Campus Alberta and to contribute materially to Alberta system-wide research and innovation capacity.

Initiative 1.1: Actively participate in both Government of Alberta developments as appropriate, and Campus Alberta research administration and research based activities that involve staff, students, and other researchers.

The Research & Innovation department is also engaged in the facilitation of research essential to the institution's goal of becoming nationally recognized for its research activities. GPRC embraces the importance of a steady increase in faculty engagement in scholarly activity and research to the institution's degree granting mandate. To this end, relevant policy continues to be developed and training, such as sessions on the Responsible Conduct of Research are being made available to both faculty and students who are interested in, or currently are, conducting research.

FOCUS 2:

Develop applied research programs at GPRC that are consistent with both current capacity and current and emerging programs. These programs will provide opportunity to strengthen student and faculty engagement in applied research, and will be within the context of the Alberta Research Plan, the Advanced Education Business Plan, and international research excellence. They will result in social and economic benefits to the region and beyond.

GPRC supports both project-based and initiative-based research. GPRC's current researcher led grant and industry funded initiatives include:

- ▶ Pollutants-to-Products (P2P) (established 2010)
- ▶ National Bee Diagnostic Centre – Technology Access Centre (established 2013)
- ▶ Community Enhancement Research (CER) (established 2016)

GPRC's emerging initiatives include:

- ▶ Physical Education & Kinesiology (PEAK) (2018)
- ▶ Nursing (Palliative Care) (2018)

Project areas include:

- ▶ Neuroscience Laboratory (established 2009)
- ▶ Nursing Education and Health Studies
- ▶ Lake Saskatoon - Wembley Area Concept

Scholarly activity, including teaching and learning innovation and student entrepreneurship, is rapidly becoming a distinct and essential component of GPRC's regional and provincial research and innovation presence.

Initiative 2.1: Foster research-based activities that involve staff, students, and other researchers.

The Department of Business and Office Administration includes in its curricula several student course and program applied learning activities such as Peace Country Idol, the Student Business Conference, the Work Integrated Learning Course and the Alberta Deans of Business Case Competition. In the 2018/2019 academic year, the department plans to enhance this experience with research integrated learning (RIL) opportunities for students.

Initiative 2.2: Increase innovation opportunities for the community.

FOCUS 3:

Promote research and innovation

GPRC will continue to develop, within the institution and the region, research and innovation capacity that meets the needs of its internal constituents while providing "storefront" services for innovators and community partners.

Initiative 3.1: Promote a culture of innovation as entrepreneurship, research, innovation creativity (ERIC)

GPRC will continue to advance its mandate of 'building a culture of innovation' in the region.

RESEARCH AND INNOVATION – ALIGNMENT

GPRC aligns its research and innovation activities with provincial priorities and continues to invest in research and innovation support services that meet regional demand and leverage regional opportunity. The involvement of both students and faculty in research remains a primary priority.

The realignment of research and innovation support and activity into GPRC Research & Innovation, with GPRIN as the community partnership, continues to add to the creation of a robust research and innovation presence within the region.

GPRC has established base grant funding of Research & Innovation departmental, operational, and applied research activity costs. However, the department continues to strive towards financial self-sufficiency. GPRC also strives to maintain Top 50 Applied Research College status as a keystone of its progress towards realizing its new mandate as a University.

RESEARCH AND INNOVATION – CURRENT PRIORITIES AND ANTICIPATED RESOURCE REQUIREMENTS

POLLUTANTS TO PRODUCTS (P2P)

A recent funding announcement from NSERC Extend IE (Innovation Enhancement) will enable the launch of a pre-commercialization pilot project with industry partners.

In the 2018 - 2019 academic year, GPRC will submit funding proposals in order to realize the commercialization of its microalgae and suspended solids intellectual property.

NATIONAL BEE DIAGNOSTIC CENTRE

The National Bee Diagnostic Centre has expanded its building infrastructure; the expanded facility will be fully operational by summer 2018. This expansion will enable Agriculture and Agri-Food Canada to locate its National Apiculture Research Program within GPRC's facility. Recent NSERC funding approval will enable the NBDC to operate as a Technology Access Centre within the Tech Access Canada network – one of 30 in Canada – for another five years.

The NBDC continues to expand its applied research involvement and enhance and expand its current university partnerships (University of British Columbia, University of Saskatchewan). Technology development will continue in

conjunction with GPRIN and in concert with the demand of regional SMEs for technology development.

The NBDC continues to receive international attention, recently signing a Memorandum of Understanding with New Zealand. In 2019, NBDC research staff will participate in a European Union international Nosema study and will also host a visiting scholar from Peru.

NBDC Expansion



RESEARCH AND INNOVATION - EMERGENT OPPORTUNITIES (NON-PRIORITIZED)

ANIMAL-BASED RESEARCH

GPRC continues to develop procedures that enable large animal (cattle, sheep, and equine) and small animal (dogs, cats) applied research and innovation activity at the Fairview campus. Funding being sought from, and partnerships with, Agriculture & Agri-Food Canada (AAFC), universities and regional applied research associations will enable advancement of this priority. GPRC has also renewed its partnership with AAFC Beaverlodge in order to ensure recognition that the partnership involves more than the NBDC and research into bees.

EVERGREEN CENTRE FOR RESOURCE EXCELLENCE AND INNOVATION

GPRC will maintain informal partnership and, through GPRIN, its financial support of the Evergreen Learning & Innovation Society and its plans for the Evergreen Centre for Resource Excellence and Innovation. This community-based initiative, focuses on low-impact techniques and practices for resource extraction practitioners.

NURSING

The Nursing department continues to implement its scholarship plan which includes applied research priorities developed in conjunction with regional Alberta Health Services and partner post-secondary institutions such as the University of Alberta. Future nursing research funding and support needs will emerge as projects are identified; research on nursing practice and the pedagogy of nursing instruction remain the primary focus.

SCHOLARLY ACTIVITIES

GPRC recognizes the need to promote and support the research goals and aspirations of individual faculty members and those of their academic departments.

The Manager - Scholarship Innovation Research's priorities include:

- ▶ Implementing Responsible Conduct of Research training for GPRC faculty, staff and students as appropriate
- ▶ Developing and implementing student-directed and faculty-mentored projects (innovation, applied research, entrepreneurship, creativity)
- ▶ Completing the development of policy and processes to support applied research and innovation
- ▶ Guiding the development of research plans for each School, program, and individual engaged



APPENDIX D: COMMUNITY OUTREACH & UNDERREPRESENTED LEARNERS

GPRC supports underrepresented and regional learners by providing:

- ▶ Access to continuing education programs and courses.
- ▶ Access to academic upgrading course offerings in Math, Science, English, Biology, Physics, French, and Social Studies. (Regional learners are able to complete their high school courses and write the General Education Development (GED) examination through GPRC. Academic upgrading continues to be a high-demand program and a portal to post-secondary education at GPRC.
- ▶ Academic and physical supports to students facing intellectual or physical challenges.
- ▶ Elder in Residence, Indigenous Initiative Coordinator, Indigenous Liaison Coordinator, Grande Prairie Friendship Centre On-Campus Outreach Worker
 - ▷ Indigenous students have access to urban Indigenous events and supports such as: Talking Circle, Smudging, Monthly potlucks, Full Moon Ceremony, Student Welcoming Celebration, Sisters in Spirit Walk & Candlelit Vigil, Indigenous Speakers, Christmas gathering, Festival of Trees creation, Traditional teachings e.g. drum making, Spirit Seekers, and Year-End Celebration.

GPRC is uniquely positioned to expand programming and services in the West Yellowhead Region (WYR). Over the 2017/2018 academic year, the GPRC Learning Centres in Hinton, Edson, Jasper, and Grande Cache have seen an increase in enrolment and this is expected to continue. GPRC's capacity to deliver programming in Grande Cache has recently increased through a collaboration between GPRC and the Grande Cache Community Programs Society (GCCPS) who are sharing facility and staff. A contract between GPRC and GCCPS, signed in 2018, formalizes this relationship for the next three years.

In the 2017 – 2018 academic year, GPRC saw a growth in credit course registrations in the WYR by 11%. These programs include college and university level courses in certificate, diploma and degree programs. This region has exciting opportunities on the horizon; in the Fall of 2019 the West Yellowhead Region will see the implementation of the University of Calgary Bachelor of Social Work (BSW) Community Based Learning Circle Cohort. This program is a community-based program, offering weekend course delivery in the West Yellowhead Region, and allowing students to finish their Bachelor of Social Work degree without leaving their community or workplace. Increased accessibility to videoconferencing of our Continuing Education and credit programming as well as targeted marketing strategies will increase both the breadth of programming and regional awareness of GPRC programming available in the West Yellowhead Region.

External exam proctoring in the West Yellowhead Region is up 33% in apprenticeship programming, professional exams for nursing, insurance, social work, and other professional and career areas. This service provides access to regional students who can now complete distance programming offered by other institutions and still have the opportunity to write exams in a secure and approved exam writing location. Additionally, West Yellowhead Region staff administer online General Equivalency Diploma (GED) exams, often needed for employment in the

FIGURE: ACADEMIC UPGRADING HEADCOUNT



region. GPRC expects the demand for exam proctoring services to rise and this is an integral part of the stewardship role in the region. GPRC will be providing mobile GED testing to Grande Cache and Jasper by the end of 2018. Currently, Hinton staff travel to these communities regularly; the ability for locally-based GPRC staff to provide GED examinations in these communities will increase the level of service provided.

Dual Credit program registrations increased by more than 78% this year in the WYR. This increase is largely due to the Pre-Employment Welding (PEW) program launched in Edson on Feb. 1, 2018. PEW programming was made possible through a collaborative partnership between the Grande Yellowhead Public School Division (GYPSD) and GPRC. This agreement sees GPRC utilize high school facilities to deliver post-secondary programming. GYPSD invested \$94,000 to upgrade the Parkland Composite High School facility, making it possible for GPRC to deliver PEW in Edson.

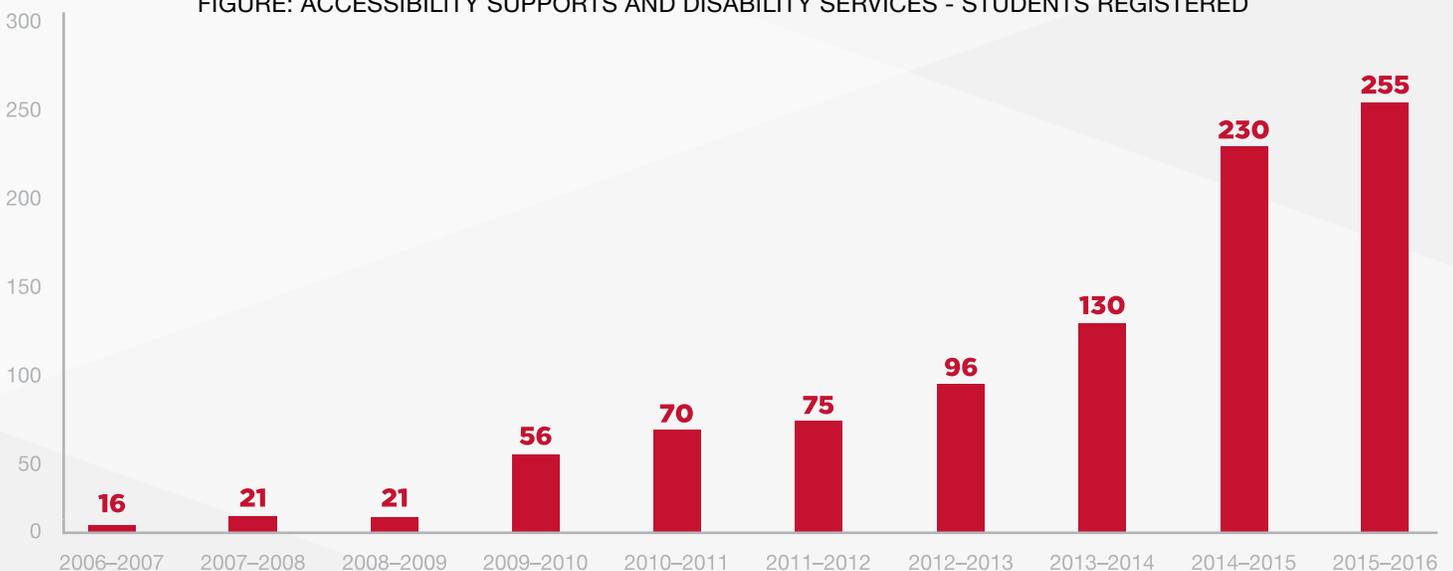
GPRC continues to work with local business, government and community agencies in Jasper on the development of program curriculum, facility agreements, and community contracts that would allow GPRC to locate a Culinary Arts School in this popular tourist destination. This project was launched in 2012, at which time Jasper community leaders asked GPRC to explore the feasibility of creating a Culinary Arts School in Jasper. GPRC has invested over \$150,000 in the preparation of a proposal, to be submitted to the Government of Alberta in late 2018.

Along with credit and non-credit programming, GPRC continues to offer much needed post-secondary services such as program advising, coordination, and personal, financial and career counselling services (using Strong Interest Inventory). Regional staff also provide post-secondary student funding and loan information. GPRC will continue to develop, coordinate and deliver post-secondary funding information sessions to high school students, parents and regional Government of Alberta (AB) Alberta Works staff this year. GPRC West Yellowhead also provides Accessibility Support and Disability Services (ASDS), allowing increased access to programming. Accessible facilities and technology (videoconferencing, computer labs) and makerspace for community use are at a premium in this region, causing GPRC facilities to be in high demand from both public and private groups such as the Chambers of Commerce, Community Futures West Yellowhead, Town of Hinton, Hinton Adult Learning Society, and Edson and District Adult Learning Program.

Accessibility Support and Disability Services has been working with learning centre staff in Edson, Hinton, Jasper and Grande Cache to accommodate an increase in the number of students presenting with disabilities and registering to attend videoconference courses in these locations.

To improve and maintain learner access for students in the West Yellowhead region, GPRC ASDS has coordinated on-site visits with staff and students. In the 2017/2018 academic year, ASDS has provided academic accommodations to students at the

FIGURE: ACCESSIBILITY SUPPORTS AND DISABILITY SERVICES - STUDENTS REGISTERED



Source: GPRC Internal Reporting

Hinton, Grande Cache, Jasper and Edson Learning Centres. The hiring, supervision and support for service providers in those areas has been a challenge. However, Clockwork software for ASDS has been installed and storage procedures completed.

GPRC ASDS is working with the Grande Prairie Public, Catholic and Peace Wapiti school districts to support students with disabilities in their transition from high school to post-secondary institution. To increase the awareness of services and supports for students requiring academic accommodations, ASDS staff has attended parent/teacher interviews, as well as parent/student information nights. The development and facilitation of professional development and information sessions for teachers and support staff will be a focus moving forward.

GPRC testing services continues to grow and expand with the addition in the past year of the Yardstick platform and possible expansion of testing services with Pearson Vue software system. Testing services are also provided for the Government of Alberta Environment and Parks. There is potential for improvement and expansion in the industry of testing services, including Canadian English Language Proficiency Index Program (CELPIP) and other English language testing systems which will fit in well with a planned new testing centre in the Grande Prairie campus library. In response to the needs of international students, GPRC has created a new role, that of International Student Liaison. This position is assisting international students with applications and settling in.

The GPRC Academic Support Centre (ASC), organized a free boot camp covering multiple aspects of student life and academic success including: time management, study skills, memory techniques, research assistance and college assignment writing. In the past, inter-campus collaboration with Fairview included organized Saturday study halls for trade students, a Moodle writing drop box, videoconference tutoring for distance students, and the use of Blackboard Collaborate for virtual tutoring, assistance, and inter-campus departmental meetings.

GPRC academic advisors maintain a relationship with community psychological services (Humanacare) in order to ensure students experiencing mental health issues obtain the professional assistance they require. A substantial mental

health grant from the Government of Alberta has enabled GPRC to increase its mental health support capacity through the addition of two Mental Health Counsellors, a Crisis Support Worker and a Grant Administrator.

GPRC academic advisors provide one-on-one advising at regional high schools and both the GPRC library and the GPRC On-Campus Friendship Centre offer free tutoring in Math, Science, English and Social Studies. Tutoring is geared towards high school students and post-secondary students.

The GPRC Indigenous Liaison Coordinator is co-chair of the Grande Prairie Aboriginal Circle of Services (GPACOS) where supports and programming for the community are reviewed. In addition, the Indigenous Liaison gives presentations to students visiting from northern schools, such as Fox Lake, introducing them to the post-secondary programming offered at GPRC.

Over the past year, the GPRC Elder in Residence has visited various schools in all three Grande Prairie school divisions (Public, Catholic & Peace Wapiti), offering teachings in Indigenous culture. As well, the Elder in Residence helped Clairmont School welcome students from New Zealand.

The GPRC External Relations Division emphasizes fostering supportive and positive relationships with key stakeholders of the College which include prospective students, alumni, community residents, elected officials, members of the business community, media, community organizations, potential and current donors, and government personnel.

This is accomplished through Communications and Marketing, Event Services and Development and Alumni Services. The Communication and Marketing unit supports the stakeholder relationship management function of the College which includes marketing initiatives that support student recruitment efforts and the provision of professional advice and support to the College on external and internal communication.

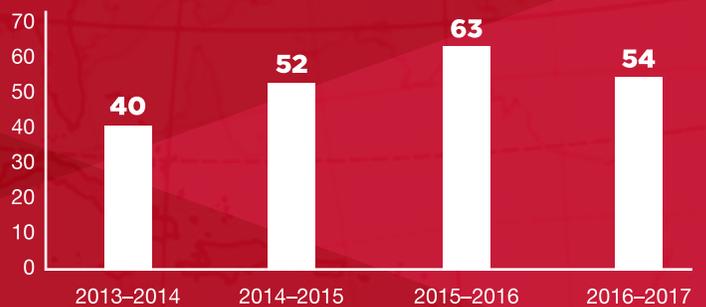
Events Services provides educational, cultural and conference/meeting services to the community as well as generates revenues for the College.

Development and Alumni Services generates revenues through fundraising and strengthens and maintains relationships with alumni and donors.

APPENDIX E: INTERNATIONALIZATION

In May 2017, two nursing faculty members visited Holmesglen Institute in Australia on a study tour which included visits to clinical sites, simulation labs, professional development, and discussions surrounding opportunities for scholarly activity. In addition, these faculty members compared the Australian Health Care System with the Alberta provincial system. Two Holmesglen nursing faculty members visited GPRC in May, 2018 for a study tour, further strengthening the relationship between our two institutions.

FIGURE: INTERNATIONAL STUDENTS TREND – HEADCOUNT



Source: Learner and Enrolment Reporting System (LERS)

APPENDIX F: CAPITAL PLAN

In the Fall of 2016, GPRC began an extensive process to update its Campus Master Plan for the Grande Prairie and Fairview campuses. Extensive research and consultation were conducted in the creation of this Campus Master Plan. A total of 29 student, faculty, staff, and community meetings were held to gather input and share ideas about the future of the College. An online survey gathered almost 400 responses. Economic and demographic data was analyzed to determine realistic growth projections for enrolment. Academic plans for new programming were factored into this analysis, including the scenario of the College achieving degree-granting status. The utilization of College facilities and the need to repair or refurbish these facilities was also considered in the design of this plan.

The plan was completed in the Fall of 2017, coinciding with the 50th anniversary of the GPRC Grande Prairie campus and, with revisions, will guide facilities and capital activities for the next 10 to 20 years.

Enrolment research, space needs and utilization, and information gathered from stakeholder engagement, helped determine priority capital projects for the College. These projects include decanting part of the Douglas J. Cardinal building in Grande Prairie to increase informal student learning space, improve utilization, and consolidate programming in the main building. High utilization levels support the expansion of the gymnasium and other athletics and recreational facilities on the Grande Prairie campus. Aging facilities and the desire to improve student life on campus support the replacement of student dormitory housing in Fairview. In addition, consolidating

support services in the Administration Centre is a priority of the Fairview portion of the Master Plan. Other recommendations will also be incorporated into the capital plan and can be seen in the master plan document. Three new Grande Prairie campus projects are emphasized in this capital plan:

- ▶ A new testing centre in Grande Prairie, with capital work projected to commence in 2018 – 2019
- ▶ The decanting of the Cardinal building in Grande Prairie following the transfer of health studies programs to the new regional hospital, with planning work projected to start in 2018 – 2019
- ▶ The previously noted expansion of athletics facilities, with planning work projected to start in 2018 – 2019.

More details on each project are provided in the accompanying tables. The decant of the Cardinal building and the expansion of athletics facilities have not been funded for construction.

In 2018 – 2019, the processes for managing capital will undergo continued improvement through the completion of an “evergreen” inventory. This list of replaceable capital assets will be used to improve budget forecasting and to streamline administration. The inventory will include vehicles, capital training equipment, information technology hardware, and other capital assets that require replacement on a regular basis. As well, completion of the introduction of a new capital planning and approvals process will further standardize administrative processes.

Current GPRC Grande Prairie Campus athletics facility



Fairview Dormitory



CAPITAL PROJECTS 2018 - 2019 TO 2020 - 2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
<p>Priority – Proposed</p>	<p>Proposed projects that must proceed in the next three to five years to address critical infrastructure and capacity needs. These projects have been submitted for funding support from the Government of Alberta.</p>			
<p>Priority 1: Testing Centre (Grande Prairie Campus) – Creation of a certified, barrier-free testing centre to meet increasing demand for student exam accommodations and exam delivery through partner institutions, as well as to respond to a growing community need for a certified testing centre for trades, professional and academic program exams, and accreditation.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners ▶ Excellence in Enterprise Risk Management through anticipatory and responsive initiatives 	2018 – 2019	\$250,000	GPRC: \$250,000
<p>Priority 2: Cardinal Building Decant (Grande Prairie Campus) – Renovations to the Cardinal Building following the transfer of the Nursing program to the new regional hospital in Grande Prairie in 2020. The project concept is outlined in more detail within the Campus Master Plan. The renovations are intended to update the Cardinal Building to improve the student experience, with more study space, a redesigned library and student learning centre, barrier free washrooms and other amenities, classroom upgrades, and reconfiguration of departments to improve pedestrian flow. Space utilization will be optimized through room redesign to match classrooms, labs, and trades space to class size, per enrolment projections.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2018 – 2019 to 2023 – 2024	\$31,457,000	GOA: \$25,000,000 Foundation & Community: \$4,000,000 GPRC: \$2,457,000

Fairview Campus



NBDC Expansion



CAPITAL PROJECTS 2018 - 2019 TO 2020 - 2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
<p>Priority 3: High Performance Athletics Training Centre & Gym (Grande Prairie) – Creation of a regional High Performance Athletic Training Centre to support student and community needs, and the expansion of the gym to accommodate athletic and community needs. A concept for the project is included in the updated Campus Master Plan. Extensive consultations with students, faculty, staff, and members of the community have identified that updates to the College’s athletics facilities are a priority. These updates include creation of a regional centre to meet the training needs of elite athletes (the region currently lacks this facility) and expansion of the gym so that the College can properly host Alberta Colleges Athletic Conference events as well as national championships.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners ▶ Excellence in community engagement and partnerships 	2018 – 2019 to 2021 – 2022	\$34,176,548	GOA: \$29,176,548 Foundation & Community: \$4,000,000 GPRC: \$1,000,000
<p>Priority – Approved</p>	<p>Approved projects that are either underway or will proceed in the next three to five years to address critical infrastructure and capacity needs. These projects have been approved or funded, in part, by the Government of Alberta.</p>			
<p>Priority 1: National Bee Diagnostic Centre (Beaverlodge) – Expansion of Canada’s only full spectrum diagnostic laboratory dedicated to diagnostic services for the Canadian beekeeping industry. The project will double diagnostic capacity and includes energy efficient retrofits and other “greening” of lab facilities. Dedicated space will be added to meet the needs of students, industry professionals, post-graduate students and visiting scholars. The project is being funded through the Post-Secondary Institutions Scientific Investment Fund that is jointly funded by the Government of Canada and the Government of Alberta.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in research and entrepreneurship opportunities in academic programming and in our stewardship region communities ▶ Excellence in the Student Experience through Quality Programming and Support Services 	2016 – 2017 to 2017 – 2018	\$6,000,000	Post-Secondary Scientific Investment Fund: \$3,000,000 GOA: \$1,500,000 GPRC: \$1,500,000

CAPITAL PROJECTS 2018 - 2019 TO 2020 - 2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
	<p>Priority 2: Science Labs Modernization (Grande Prairie) – Modernize science wing labs to industry standard equipment and finishes. As the major post-secondary institution in northwestern Alberta, local businesses, health care agencies and other employers rely on the College’s graduates to fill highly skilled, science-based jobs in oil and gas exploration, drilling, and extraction; pipeline system management and power engineering; medical treatment and diagnostics; kinesiology; and agri-food management, including beekeeping and animal health. Meeting these needs requires current, state-of-the-art facilities. The project is being funded through the Post-Secondary Institutions Scientific Investment Fund that is jointly funded by the Government of Canada and the Government of Alberta.</p>			
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	<p>2016 – 2017 to 2017 – 2018</p>	<p>\$3,200,000</p>	<p>Post-Secondary Scientific Investment Fund: \$1,600,000 GPRC: \$1,600,000</p>
	<p>Priority 3: Health Education Centre (Grande Prairie) – Creation of a 4,000 square metre facility in the new regional hospital in Grande Prairie that will be used to house college health-related programming. The opening of the centre will coincide with the planned opening of the hospital in 2019. The centre is being fully funded by Alberta Infrastructure and Alberta Health Services.</p>			
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	<p>2018 – 2019 completion</p>	<p>Incorporated into hospital project budget</p>	<p>GOA through Alberta Infrastructure and Alberta Health Services</p>

New Regional Hospital in Grande Prairie



CAPITAL PROJECTS 2018 - 2019 TO 2020-2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
Projects – Other	Other projects being planned or undertaken by the College. These include projects that still require funding but are of lower priority than those listed in the Priority – Proposed category, proposed projects that do not require provincial funding, and/or planned projects being fully funded by the College and/or the Foundation and community.			
Project 1: Space Expansion (West Yellowhead) – Planning to determine academic space needs in the West Yellowhead region, including Edson, Grande Cache, Hinton, and Jasper.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2018 – 2019	TBD	GPRC unrestricted net assets
Project 2: Centre of Excellence for Abilities (Fairview) – Planning to determine the viability of re-establishing the transvocational program and an affiliated purpose-built academic building and/or residence.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners ▶ Excellence in community engagement and partnerships 	2018 – 2019	\$100,000	GPRC unrestricted net assets
Project 3: Classroom restoration (Grande Prairie and Fairview) – A continuing program to upgrade classrooms as part of a commitment to provide facilities that meet current teaching and technology standards as well as barrier-free access.				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2018 – 2019 to 2020 – 2021 (ongoing)	\$500,000 annually	GPRC unrestricted net assets

CAPITAL PROJECTS 2018 - 2019 TO 2020-2021

PROJECT CATEGORY	STRATEGIC ALIGNMENT	TIMELINE	ESTIMATED BUDGET	FUNDING SOURCES
<p>Project 4: Student Residence (Fairview) – Replacement of three dormitories with a new facility reflecting current student housing standards. Extensive consultations with students, faculty, staff, and members of the community through campus master planning have identified that the current condition of the dormitory residences is a major concern. The buildings date to the 1980s and do not reflect current standards, such as those applying to washrooms, study space, and barrier free access. A facility review in 2015/16 concluded that repairs and renovations are not cost-effective. The College plans to review options, such as engaging with a partner to design/build/operate the residence, before commencing the project. The review will include a complete business case that includes a review of the impact of the project on College debt and cash flows.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in accessible educational opportunities and resources for all learners 	2019 – 2020 to 2021 – 2022	\$10,000,000	GPRC Foundation GPRC unrestricted net assets
<p>Project 5: Emergency Preparedness (Grande Prairie and Fairview) – Through the Security program within the Enterprise Risk Management function, the College has identified the need to to improve on-campus communication, security surveillance equipment, and other safety features.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in Enterprise Risk Management through anticipatory and responsive initiatives 	2017 – 2018 to 2020 – 2021	\$1,500,000	GPRC unrestricted net assets
<p>Project 6: Culinary School (Jasper) – Based on community interest, the College is investigating the potential for a culinary school or teaching facility in Jasper to support the regional tourism and hospitality sector. Since the project is in the discovery phase, a budget has not yet been developed.</p>				
	<ul style="list-style-type: none"> ▶ Excellence in the student experience through quality programming and support services ▶ Excellence in community engagement and partnerships ▶ Excellence in accessible educational opportunities and resources for all learners 	TBD	TBD	TBD

The following outlines the capital budget over three years, with funding sources noted for all proposed, approved and other projects.

CAPITAL PROJECT LIST				
PROJECT CATEGORY	FUNDING SOURCE	2018 – 2019	2019 – 2020	2020 – 2021
Priority - Proposed Projects				
Planned				
1. Student Testing Centre - Grande Prairie Campus				
	Government	-	-	-
	GPRC	\$250,000	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
2. Decant of Cardinal Building - Grande Prairie Campus				
	Government	-	-	\$25,000,000
	GPRC	\$100,000	\$900,000	\$1,457,000
	Foundation & Community	-	-	\$4,000,000
	Debt	-	-	-
3. Athletics facilities - Grande Prairie Campus				
	Government	-	\$10,000,000	\$19,176,548
	GPRC	\$500,000	\$ 500,000	-
	Foundation & Community	-	\$2,000,000	\$2,000,000
	Debt	-	-	-
Priority - Approved Projects				
Planned				
1. National Bee Diagnostic Centre - Beaverlodge				
	Government (SIF)	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
2. Science Labs Modernization - Grande Prairie Campus				
	Government	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
3. Health Education Centre - Grande Prairie (Hospital)				
	Government	*	*	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-

* The cost of the space being provided to the College in the new hospital is incorporated into the larger hospital project budget under Alberta Infrastructure and Alberta Health Services. As a result, the project is not a capital expenditure for the College.

CAPITAL PROJECT LIST

PROJECT CATEGORY	FUNDING SOURCE	2017 – 2018	2018 – 2019	2019 – 2020
Projects - Other				
1. Space Expansion - West Yellowhead				
	Government	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
2. Centre for Excellence for Abilities Feasibility Study - Fairview Campus				
	Government	-	-	-
	GPRC	\$100,000	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
3. Classroom Restoration - Grande Prairie Campus and Fairview Campus				
	Government	-	-	-
	GPRC	\$500,000	\$500,000	\$500,000
	Foundation & Community	-	-	-
	Debt	-	-	-
4. Student Residence - Fairview Campus				
	Government	-	-	-
	GPRC	\$100,000	\$1,000,000	\$1,000,000
	Foundation & Community	-	\$1,333,000	-
	Debt	-	\$2,000,000	-
5. Emergency Preparedness - Grande Prairie Campus and Fairview Campus				
	Government	-	-	-
	GPRC	\$500,000	\$500,000	\$500,000
	Foundation & Community	-	-	-
	Debt	-	-	-
6. Culinary School - Jasper				
	Government	-	-	-
	GPRC	-	-	-
	Foundation & Community	-	-	-
	Debt	-	-	-
Capital Spending Summary				
	Government	-	\$10,000,000	\$44,176,548
	GPRC	\$2,050,000	\$3,400,000	\$3,457,000
	Foundation & Community	-	\$3,333,000	\$6,000,000
	Debt	-	\$2,000,000	-
	Total	\$2,050,000	\$18,733,000	\$53,633,548

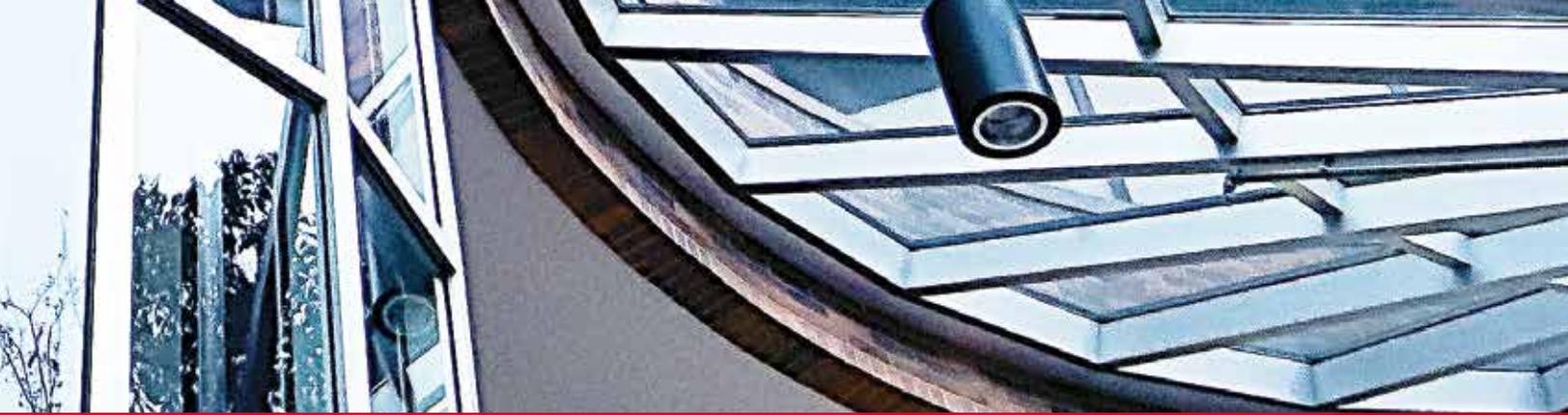
Construction of the new regional hospital in Grande Prairie



Current GPRC Grande Prairie Campus athletics facility







APPENDIX G: INFORMATION TECHNOLOGY

Information Technology (IT) is a critical enabler of the student learning and social experience at GPRC. On campus, wireless networks provide students with rapid, easy access to course resources, research materials, and student records, along with the ability to easily connect with instructors and other students. Off campus, IT improves access for students throughout the service region by offering real-time classroom experiences and course delivery via the internet.

IT supports academic productivity and innovation, applied research, and administrative efficiency through applications and software that reduce workloads, support informed decision making, and allow for the storage, retrieval and analysis of data.

Over the past few years, GPRC has undertaken an extensive review of IT to ensure services continue to be of a high standard and meet the growing and evolving needs of a highly digitally literate student population, and cloud computing.

As a result of this review, changes have been made in the areas of governance, organizational structure, business planning, policies and procedures, system security, and network infrastructure.

In terms of software and applications, GPRC continues to invest in the updating and optimization of HR systems and classroom scheduling software, and continues a multi-year project to migrate GPRC's Student Information System to a cloud based system, preparing the systems to support GPRC into the future.

The following priority initiatives are ongoing, multi-year activities that provide GPRC with wide reaching benefits such as business process automation and standardization. The projects listed after the priority Initiatives are specific activities of a shorter duration, often one year or less, that respond to immediate academic and business needs.

SUMMARY OF KEY PRIORITY INITIATIVES

The following is a list of the key IT priority initiatives that GPRC will be undertaking in the 2018-2021 period and that require an incremental investment by GPRC.

INITIATIVE	STRATEGIC PRIORITY SUPPORTED	BUDGET	COMPLETION
Implementation of student-related business process enhancements and student management software related to all student management systems throughout the entire student lifecycle	Student Experience through Quality Programming and Support Services	\$2,300,000 Funding Source: GPRC Unrestricted Net Assets	October 2019
Expansion and optimization of Human Resources management software, as part of a centralized enterprise risk management (ERP)	Enterprise Risk Management through Anticipatory and Responsive Initiatives	\$300,000 Funding Source: GPRC Unrestricted Net Assets	October 2018
Expansion of the Virtual Desktop Infrastructure	Accessible Educational Opportunities and Resources for all Learners	\$240,000 Funding Source: GPRC Capital Budget	September 2018 (Phase 2) September 2019 (Phase 3)
Implementation of next-generation malware monitoring/prevention system	Enterprise Risk Management through Anticipatory and Responsive Initiatives	\$43,000 Funding Source: GPRC Operating Budget	December 2018

SUMMARY OF PROJECTS

In 2018 – 2019, the following projects will support the strategic goals of GPRC, in addition to the key priority initiatives. These projects do not require incremental funding as they will be funded out of existing budgets.

PROJECTS

Innovation and Automation: Investments will be made to enhance functionality and improve business processes in the following areas:

- ▶ Services available in the GPRC App
- ▶ Automation of signing authority delegation
- ▶ Completion of Expense Management System
- ▶ Management system for the GPRC Website

Priority Alignment: Student Experience through Quality Programming and Support Services

Desktop Computer Evergreening: Continued investment in the scheduled replacement of end user computing equipment to ensure that users have current computing equipment.

Priority Alignment: : Student Experience through Quality Programming and Support Services

Infrastructure Maintenance/Evergreening: Continued investment in IT infrastructure is necessary to ensure that infrastructure is current, stable, and meeting institutional needs. In 2018 – 2019, scheduled replacement of Firewalls, UPS, network, servers, and videoconferencing equipment will occur.

Priority Alignment: Student Experience through Quality Programming and Support Services

Cyber Security Awareness and Monitoring: The 2018 – 2019 year will see a continued focus on improvements to security awareness and monitoring at GPRC, including the following initiatives:

- ▶ Implementation of automated data classification system
- ▶ Deployment of mobile device management system
- ▶ Deployment of staff security awareness training program to increase cyber-security awareness for staff and faculty

Priority Alignment: Enterprise Risk Management through Anticipatory and Responsive Initiatives.

Classroom Restoration: Classroom restoration is an ongoing activity that ensures student learning environments include current technology and teaching tools and meet distance learning requirements. Several classrooms will receive technology upgrades throughout the 2018 – 2019 year as part of an Information Technology goal to have all GPRC classroom technology refreshed within 10 years.

Priority Alignment: Student Experience through Quality Programming and Support Services

Health and Education Centre: GPRC has been allocated 4,000 square metres of space for health education programming in the new regional hospital in Grande Prairie. IT is working with its clients to ensure that technology meets GPRC requirements.



-  @GPRCAB
-  @GPRC_AB
-  @GPRC_AB
-  GPRC.AB.CA
-  1-888-539-GPRC (4772)



GRANDE PRAIRIE

10726-106 Avenue
Grande Prairie, AB T8V 4C4
780-539-2911
1-888-539-GPRC (4772)
studentinfo@gprc.ab.ca

FAIRVIEW

PO Bag 3000
11235-98 Avenue
Fairview, AB T0H 1L0
780-835-6600
1-888-539-GPRC (4772)
studentinfo@gprc.ab.ca

EDSON

#200, 111-54 Street
Edson, AB T7E 1T2
780-723-5206
edson@gprc.ab.ca

GRANDE CACHE

PO Box 2191, 1613 Acorn Plaza
Grande Cache, AB T0E 0Y0
780-827-4340
grandecache@gprc.ab.ca

HINTON

247 Pembina Avenue
Hinton, AB T7V 2B3
780-865-7666
hinton@gprc.ab.ca

JASPER

PO Box 1509
631 Patricia Street
Jasper, AB T0E 1E0
780-852-2101
jasper@gprc.ab.ca

BEAVERLODGE

National Bee Diagnostic Centre
PO Box 1118
1 Research Road
Beaverlodge, AB T0H 0C0
780-357-7737
nbdc@gprc.ab.ca