









# For GPRC to Become the Northern Centre of Post-Secondary Excellence in Alberta.

GPRC's future requires a clear and ambitious vision with well-established goals, visionary strategies, and transparent metrics to ensure the College's long-term resiliency and sustainability. In order to be an institution of the future, we must embrace the disruptive nature of operating in an evolving post-secondary landscape to enable design and delivery of programming that is relevant and future-focused for the students and employers of our region and province. The global landscape of advanced education is changing. Traditional norms and delivery mechanisms are becoming antiquated and do not meet the needs of the 21st-century student. Our teaching and delivery mechanisms must be relevant and experiential. We must integrate practicality and relevance into the design and delivery of curriculum to foster student engagement and success. This strategic plan provides a roadmap for that future. This plan is built on the foundation of a unified voice that reflects our commitment to the region, its learners, employers and the citizens of Alberta.

Our faculty, staff and community must share the same ambition that our learners bring to our campuses and learning platforms each day. We must align programs and courses to meet the needs of employers in our province, and we must align delivery mechanisms to meet the needs of our students.

As we evolve, it is crucial that we inspire our students, faculty, staff, alumni and partners to foster innovative thinking to support students for a future where jobs are continuously changing. Learning and career paths are no longer linear, as has been the historic trend. We need to equip students with resilience and adaptability that will set them apart in the labour market, so they are capable of adjusting as the workplace evolves.

This is a pivotal point in GPRC's history, as it embarks on the next step towards becoming a degree-granting institution. The organization is energized and ready to make the changes necessary to drive history in the making. This is a crucial moment as we transition from a community college to a degree-granting institution that continues to offer certificates, diplomas and trades – meeting the needs of the workforce, the community, and the learner. This journey will require transformative changes in our culture with strategic emphasis placed on quality, sustainability, relevance and innovation, and knowledge creation. This is our path. This means a fundamental reshaping of the way we think about ourselves, our learners and how we deliver post-secondary education to the communities we serve.

To meet the demands of a world in the midst of economic, societal and political change, post-secondary institutions must stay true to their mission as the conveyors of fact, hubs of research, drivers of innovation, centres of human progress, and spaces where solutions to the most pressing issues of our time can be freely pursued. This strategy outlines how GPRC will become Alberta's northern centre of post-secondary excellence by embracing the challenges and opportunities before us.

Dr. Robert Murray <
President and CEO



We acknowledge the homeland of the many diverse First Nations and Métis people whose ancestors have walked this land since time immemorial. We are grateful to work, live and learn on the traditional territory of Treaty 8.

**PRIORITY 1** 

### **Modernization and Efficiency**

### **Objective 1**

**Objective 2** 

### To ensure that GPRC is a sustainable and resilient post-secondary institution consistent with new economic realities.

#### Strategies:

- + Develop a budget to align with, and implement, Government of Alberta fiscal priorities and approved programming.
- + Collaborate with other Alberta post-secondary institutions to find ways for greater efficiency and savings.
- + Strengthen and diversify revenue streams.
- + Develop and implement a human resources strategy and succession plan that leverage the substantial investment in human capital made by the College and enhance employee engagement and performance.
- + Enhance the utilization of facilities to ensure maximum return on investment and key performance indicators.
- + Develop and implement a new advancement strategy to reduce reliance on government funds and leverage key institutional relationships.
- Develop and implement an institutional Campus Use Master Plan for surplus lands to monetize excess assets and generate revenue to reduce reliance on government funding.

# For GPRC to be a leading 21st century academic institution with a modern, lean, agile business platform to support academic activities.

- + Initiate an institutional policy review and red tape reduction initiative to increase efficiency and effectiveness in all departments.
- + Transition to paperless records management systems and workflows across the institution.
- + Implement a new Student Management System and Customer Relationship Management model that will leverage technologies to engage 21st century students.
- + Embrace innovation and automation of processes by prioritizing a list of innovation and automation projects and adhering to it annually.
- + Initiate a process audit for select departments and complete the creation of an internal audit function.
- + Expand online and digital services available to staff and students.
- + Enhance institutional planning and research through investment in data, strategic analytics and business intelligence tools to drive better decisions.

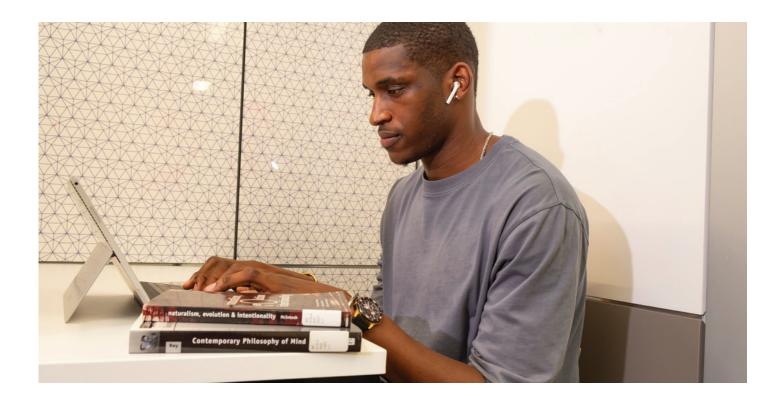


PRIORITY 2

### Academic Excellence and Degree-Granting

### Objective 1) To sustain and increase GPRC's academic quality.

- + Develop and implement the Master Academic Plan, which will include a strategic enrolment plan.
- + Create and implement a robust and comprehensive program review process to emphasize improved quality control and program renewal or discontinuance based on student demand, local economy and market demand.
- + Develop and launch new programs based on evidence and data driven decisions.
- + Commit to planned suspension of low enrolled or high cost per full load equivalent programs if enrolment cannot be increased.
- Continue to invest in GPRC's new Centre for Teaching and Learning to emphasize pedagogical excellence and pedagogical research to ensure utilization of modern delivery methods and relevant experiences for students.
- + Implement differentiated delivery models to accommodate the needs of students within GPRC's stewardship region.
- + Create pathways from Continuing Education programming to credit achievement.
- + Enhance student opportunities through initiatives like expanding work-integrated learning, undergraduate research opportunities, and alignment of in-demand employer competencies with credit programming.



### **Objective 2** For GPRC to become a degree-granting institution.

#### Strategies:

- + Develop advisory committees for GPRC degree-granting proposals.
- + Align academic planning and hiring with future degree-granting needs.
- + Determine niche or high-demand degree programming for GPRC's stewardship region.
- + Make GPRC a destination institution for a specific program or set of programs.

### **Objective 3** To grow GPRC's trades and apprenticeship programming.

- + Increase trades and apprenticeship programming offered in Grande Prairie to meet regional workforce needs of the area.
- + Expand GPRC's overall trades programming to ensure alignment with demand in the stewardship region.
- + Actively seek industry partnership and enhance work-integrated learning opportunities for trades' students.
- + Promote entrepreneurial training for trades students to develop entrepreneurial competencies and skills and ensure graduates are positioned to manage, improve, and start a business.
- + Implement parameters of the Golden Hills School Division Memorandum of Understanding and develop a plan for virtual trades training.





### **PRIORITY 3**

### **Economic and Community Development**

Objective 1

### To align GPRC programming and activity with regional and provincial economic needs.

### Strategies:

- + Partner with all orders of government and industry to implement the recommendations of the Alberta Colleges Economic Recovery Task Force.
- + Partner with government, industry, and key stakeholders to maximize employment and experiential opportunities for GPRC students.
- + Expand work-integrated learning and micro-credentialing opportunities.
- + Create a Workforce Advisory Council to ensure ongoing connectivity with business and industry experts.

**Objective 2** 

### To help build sustainable communities in GPRC's stewardship region.

- + Expand GPRC Cares as a long-term commitment to support GPRC's commitment to mental health strategy and community outreach program.
- Continue and grow community partnerships to enhance learning opportunities for students in the region.
- + Expand the College's wellness agenda and develop an institutional wellness strategy based on eight identified domains of wellness emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual.
- + Launch an Alumni Advisory Council and design a new alumni engagement strategy.
- + Incentivize faculty and staff engagement in local not-for-profit or volunteer activities.

### **PRIORITY 4**

### **Inclusion and Student Experience**

# **Objective 1** For GPRC to provide an unparalleled student experience for our learners, regardless of program or duration.

#### Strategies:

- + Define and implement 'student centrism' as a core cultural value of the College across all departments.
- + Protect and enhance front-line services for all students.
- + Provide accessible facilities and supports for students with alternative needs.
- + Ensure that facilities meet the demands and desires of students with respect to common gathering areas, study spaces and other spaces.
- + Design and launch a faculty and staff mentoring program to support students.
- + Develop a strategic enrolment management strategy as part of the Master Academic Plan that aligns with all departments across the College.
- + Provide career planning and employment support including access to job boards and resume review for students entering and re-entering the workforce.

## Objective 2 To advance GPRC's indigenization, Indigenous engagement and calls to action regarding reconciliation.

- Continue to support and consult an Indigenous Advisory Committee to develop a pan-institutional Indigenization Strategy that incorporates Indigenous values including ways of knowing, being, doing, and relating into College affairs.
- + Create a Spiritual Room to enable smudging.
- + Implement the GPRC Indigenous Education Protocol to advance Indigenous inclusion in learning approaches, cultural traditions and programs.
- + Develop stronger linkages to regional indigenous communities.



# To expand GPRC's mental health supports for students and staff, and integrate wellness into all that GPRC does.

### Strategies:

- + Develop an integrated and comprehensive mental health and wellness strategy to ensure the health and safety of all students and staff.
- + Continue to fund a full-time psychologist position as a reinforcement of GPRC's commitment to mental health.
- + Design and launch a student-at-risk committee and plan that incorporates preventative and responsive measures, and provides early access to resources.



# To increase access to our programming through the expansion of our digital platform to reach all of the communities we serve.

- + Expand GPRC's online platform and alternative delivery models e.g. Athabasca University partnership.
- + Foster and expand life-long learning opportunities by increasing access to continuing education, upgrading, competency-based credentialing and micro-credentialing.



### **Innovation and Partnership**

### Objective 1

### To embed GPRC in the fabric and culture of the innovation ecosystems.

#### Strategies:

- + Become a regional commercialization hub that will support incubation and acceleration of innovations from ideation to commercialization for Alberta-based startups, innovators and entrepreneurs.
- + Incorporate advanced technology and digital tools (i.e. artificial intelligence, cloud computing, big data analytics, and machine learning) into existing programing, while emphasizing work-integrated and experiential learning through industry partnership.

# Objective 2

# 2 To sustain and expand GPRC's research and applied research capacity.

### Strategies:

- + Integrate GPRC's activities into regional, provincial and federal innovation ecosystems.
- + Increase the number of faculty and staff involved in research by providing support for faculty research projects and proposals, and opportunities for student engagement in research.
- + Develop a student research scholarship fund.
- + Enhance and clarify faculty research project funding and process.
- + Actively partner with industry in the design, launch and teaching of programming to maximize connectivity to workforce.

# Objective 3 To leverage partnerships for the enhancement of student and College opportunities.

- + Establish stronger partnerships with K-12 school boards to increase access to postsecondary education for students in northern Alberta.
- + Establish a Workforce Advisory Council to ensure ongoing connectivity to industry.
- + Partner with other Alberta post-secondaries to enhance opportunities for GPRC's students outside of GPRC's stewardship region.





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