

STRENGTH IN NUMBERS

STRATEGIC PLAN 2022-25

STRENGTH IN **NUMBERS**

North West College (NWC) provides a full spectrum of educational opportunities delivered in locations across the entire college region. Programming areas include basic education, skills training and university education. Programs planned for 2022-23 maximize the resources provided by the government with the intent of meeting regional and provincial labour force needs.

The College also delivers student and employer services. Labour force engagement efforts prepare students to garner the skills sought by employers. Students gain practical workplace experience, make sound career choices, and receive assistance for a smooth transition to employment.

To ensure long-term sustainability and growth, partnerships and new sources of revenue are required to diversify income, and to manage risk. These upcoming three years look very positive and we are confident we will achieve our 'strength in numbers' outlook - measuring our success by the student.

Board of Governors,
North West College

Meadow Lake campus
NORTH WEST COLLEGE



North West College



THE PROCESS

On July 1, 2022, North West College will launch its comprehensive “Strength in Numbers – Strategic Plan 2022-25”. Actionable key performance indicators (KPI) were established using the balanced scorecard method, with annual benchmarks of achievement and accountability. All aspects of the College's mandate were taken into account in the development of this strategic plan to ensure alignment with government priorities identified in Saskatchewan's Growth Plan and other guiding documents from the Ministries of Advanced Education and Immigration and Career Training.

The NWC Board commenced planning for a new three-year strategic plan during the fall of 2021. This plan was developed from stakeholder workshops and input. The Board has approved the 2022-25 directions and priorities, along with associated KPIs. The official launch of this plan will take place in the fall of 2022.

The 2022-25 Plan will focus on four themes:

- Student Success and Employable Labour Force.
- Engaged Community.
- Committed and Proud Team.
- High-Performance Organization.



Business Program
NORTH BATTLEFORD CAMPUS

OUR **VISION,** **MISSION & VALUES**

VISION

To inspire individuals and communities to achieve brighter futures.

VALUES

Excellence, Integrity, Responsive, Innovation

MISSION

To provide lifelong learning opportunities as a means of enhancing the economic, cultural, and social wellbeing of the individuals and communities we serve.



Plumbing & Pipefitting
MEADOW LAKE CAMPUS

2022-25 STRATEGIC MAP

Vision To inspire individuals and communities to achieve brighter futures.

Mission To provide lifelong learning opportunities as a means of enhancing the economic, cultural, and social wellbeing of the individuals and communities we serve.

Values Excellence, Integrity, Responsive Innovation



Successful students create strong viable communities

STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE

C1. Facilitate student success and employment

C2. Expand and diversify program options & delivery

C3. Support employer needs



through effective processes and partnerships

ENGAGED COMMUNITY

P1. Increase public and community awareness

P2. Enhance social responsibility

P3. Strengthen Partnerships

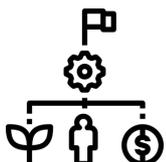


supported by engaged proud staff &

COMMITTED & PROUD TEAM

G1. Improve staff recruitment and retention

G2. Provide a positive workplace experience



effective stewardship of our resources.

HIGH PERFORMANCE ORGANIZATION

S1. Enhance infrastructure capacity

S2. Effective stewardship of resources

STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE

North West College provides comprehensive students supports to enhance learning and ensure a successful transition into the workforce, with an emphasis on Indigenous achievement. NWC strives to take a proactive approach wherever possible; working with students to identify potential barriers before they occur and addressing them in a manner ensuring the best possible outcomes for each student. NWC will invest in students through programming alignment and value added supports to ensure graduates are employable and prepared for the workforce.

North West College identifies and pursues programming that is responsive to the needs of the communities served. Programming addresses the most important regional business and industry labour market needs. The College strives to increase enrolments through the delivery of relevant programming and the recruitment of international students. Innovative options representing new and emerging industries are explored as well as unique partnerships with various post-secondary institutions. While providing relevant quality programs NWC adds value through its diverse delivery options.

Our mandate is to be responsive and deliver programming that supports labour market needs. The College remains engaged with employers to best understand the labour market including the skills, knowledge and abilities they are seeking. Employers play an integral role at North West College. These collaborative relationships supports curriculum outcomes, scholarship and equipment needs, work integrated learning, and ultimately the hiring our students.



Nursing
NORTH BATTLEFORD CAMPUS



STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE

	STRATEGIC THEME	STRATEGIC INITIATIVE	BASE LINE	2022-23	2023-24	2024-25
STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE	C1. Facilitate student success & employment	Employ Graduates	85%	87%	88%	89%
		Indigenous Success rate	-6.5%	-6%	-5.5%	-5%
		Increase graduate and completion rates	83%	84%	85%	86%
	C2. Expand & diversify program options & delivery	International student enrolments	No Baseline	20	40	80
		Increased full load equivalent (FLE)	807	820	850	875
		Improved pathways for university programming	No Baseline	Develop Strategy	Implement Strategy	Evaluate & Revise
		Implement micro-credential programming	No Baseline	Develop Strategy	Implement Strategy	Evaluate & Revise
	C3. Support employer needs	Connect students to employment	72%	75%	80%	85%
		Representative Labour force	59%	55%	57%	59%
		Employer satisfaction survey	No Baseline	Establish Baseline	Set target after 1st survey	Set target after 1st survey



ENGAGED COMMUNITY

North West College is invested in elevating the College's profile and reputation in the region and province. NWC will increase the region's knowledge of available programs and services. These efforts will result in the College being top-of-mind when training needs are identified by business and industry. In conjunction with quality programs and services this heightened profile will result in the College becoming the primary choice for students selecting post-secondary education.

Through its operations and programming the College will demonstrate its commitment to improving the social wellbeing of the communities we serve while achieving fiscal sustainability. Guided by strong values and corporate governance NWC aims to improve its image through educational programs that help the community achieve its goals.

North West College values strong partnerships, they are integral to student success and the continued growth of the College. Strengthening relationships with partners, employees and communities to enhance our learner's outcomes and experiences. Establishing new opportunities for partnerships to meet the needs of the communities we serve.



Hairstylist
NORTH BATTLEFORD CAMPUS



ENGAGED COMMUNITY

ENGAGED COMMUNITY	STRATEGIC THEME	STRATEGIC INITIATIVE	BASE LINE	2022-23	2023-24	2024-25
	P1. Increase public and community awareness	Increased number of paid applications	398	438	450	475
		Increase participation at College events	No Baseline	Establish Baseline	Set target after baseline	Set target after baseline
		Diversify media platforms	No Baseline	Establish Baseline	Set target after baseline	Set target after baseline
	P2. Enhance social responsibility	Enrich campus diversity	Review & Establish current practice	Implement new initiative	Implement new initiative	Implement new initiative
		Building corporate citizenship in our students and staff	No Baseline	Develop strategy	Implement new initiative	Evaluate & revise
		Report on activities that impact community development	No Baseline	Develop Strategy	Implement Strategy	Evaluate & Revise
	P3. Strengthen partnerships	Students served through partnerships	42%	43%	44%	46%
		Revenue from contracts	\$1.4M	\$1.244M	\$1.3M	\$1.4M
		Scholarship donor investment	\$55,000	\$60,000	\$65,000	\$70,000



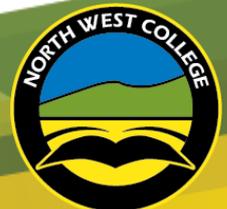


COMMITTED & PROUD TEAM

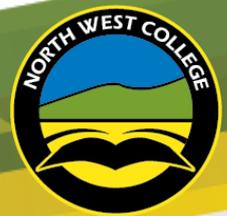
In a dynamic employment market where there is competition for highly qualified individuals NWC strives to be the employer of choice with a diverse and professional staff. The College operates in a unionized environment, which provides great benefits and opportunities for our employees. NWC values invested staff who are committed to the delivery of quality programs and services, to achieve the College mission and vision.

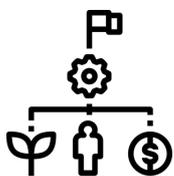
North West College facilitates a positive workplace experience that supports staff to achieve excellence. The importance of an engaged workforce extends from overall satisfaction, and creates the benefits of attaining this are improved team performance; enhanced productivity; reduced stress and burnout; and the achievement of institutional objectives. This strategic objective is central to the successes of the College and positions it to realize excellence in providing the highest quality educational experience for all.

COMMITTED & PROUD TEAM	STRATEGIC THEME	STRATEGIC INITIATIVE	BASE LINE	2022-23	2023-24	2024-25
	G1 Improve staff recruitment and retention	Increased number of qualified applications for employment	No Baseline	Implement new ERP system	Establish baseline	Set target after 1st survey
		Increased retention	No Baseline	Establish baseline	Set target after 1st survey	Set target after 1st survey
		Formalize professional growth plans	No Baseline	Implement new ERP system	Establish baseline	Evaluate and revisit
	G2 Provide a positive workplace experience	Improved employee satisfaction	85.7%	82%	83%	84%
		Improved work/life balance	91%	91%	92%	93%



Staff in-service
NORTH WEST COLLEGE





HIGH PERFORMANCE ORGANIZATION

North West College endeavors to provide the highest quality learning environment that meets the unique needs of our demographics and programming. The College is innovative and enriches the student experience which requires investment in state of the art programming equipment and technology. A successful foundational development plan will support program equipment and operational needs. North West College needs quality space to provide a positive learning environment and promote growth to achieve our mission.

As a publicly funded post-secondary institution, being accountable and transparent with resources is integral to NWC. To achieve greater sustainability and reduce our reliance on Government funding effective stewardship of resources is required. Responsible to the board, the community and the Province of Saskatchewan, North West College manages risk through a variety of activities, while ensuring alignment with the goals of the Province and meeting the needs of our region.

HIGH PERFORMANCE ORGANIZATION	STRATEGIC THEME	STRATEGIC INITIATIVE	BASE LINE	2022-23	2023-24	2024-25
	S1 Enhance infrastructure capacity	Implement a foundation development strategy	No Baseline	Review & finalize strategy	Implement strategy	Evaluate & revise
		Enhance infrastructure	No Baseline	Advocate & engage stakeholders	Receive Design	Approval for planning & design
	S2 Effective stewardship of resources	Diversify portfolio	70%	70%	69.5%	69%
		Expand communication of financial resources	No Baseline	Develop strategy	Implement strategy	Evaluate & revise



Graduation Ceremony
NORTH WEST COLLEGE



North West College



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