

Grande Prairie Regional College



COMPREHENSIVE
INSTITUTIONAL PLAN
2015 - 2018

Executive Summary

Grande Prairie Regional College's (GPRC's) 2015-2018 Comprehensive Institutional Plan (CIP) is informed by the College's Mandate, Vision, Mission and Values. It advances the institution in concert with the 2015-2018 Strategic Plan and identifies the major educational, economic, and demographic challenges the College will face over the coming three years. The CIP will guide the institution in strategic decision-making thus ensuring the College continues to increase and diversify its services to regional learners. In pursuit of this goal, GPRC has increased its consultation with both internal and external stakeholders and has signed an MOU with the GPRC Students' Association outlining opportunities for collaboration.

GPRC embraces its mission as a Comprehensive Community Institution by meeting learner and community needs within a regional context. Through a breadth of programming and services, the College responds to the educational needs of a stewardship region characterized by a dynamic economy, a robust arts culture, and an engaged citizenry.

GPRC has a proud tradition of striving for excellence in learner service and the provision of high quality programs and research opportunities. GPRC graduates are well prepared for productive employment, lifelong learning and participatory citizenship. Through its commitment to a portal model of service, GPRC has become a leader in collaborative approaches to post-secondary education. Where there is learner demand for programming, GPRC will provide it or seek a partner institution to do so. Partnering with other institutions and with industry, GPRC creates and engages in a variety of solutions to meet both the post-secondary needs of regional learners and the needs of regional employers for qualified employees. In response to regional demand, GPRC has embarked upon the process of applying for Polytechnic University status; this status will allow GPRC to meet regional expectations that we become degree granting while continuing to deliver the certificate, diploma and trades programming so essential to learners in our region.

The expansion of services to under-represented groups continues to be a major institutional focus; our Elder in Residence program contributes significantly to the retention and satisfaction of Aboriginal students, and our academic supports for students with disabilities increase annually. In addition, GPRC has established partnerships with area school districts designed to increase K-12 students' awareness of post-secondary options and to increase high school to post-secondary transition rates.

Student satisfaction and success, commitment to our stewardship region, and commitment to our employees define GPRC. The College enjoys excellent collegial relationships with its three bargaining units and continues to negotiate contracts without the assistance of outside expertise. GPRC is committed to providing the best possible working environment for its employees.

Over the next three years, GPRC plans to increase its participation in Campus Alberta initiatives by expanding program services to learners, and increasing investment in technologies that enhance and facilitate learner experiences. There is demand for a Trans-Vocational program in our region; GPRC will seek the assistance of the IAE and Human Services ministries in determining how best to structure, fund, and reinstate this program.

GPRC's Centre for Research & Innovation (CRI) supports faculty and student involvement in research as well as providing robust innovation services which are essential to the economic growth of the communities we serve. The National Bee Diagnostic Centre (NBDC) continues to attract research requests; GPRC is participating in research on an international level.

GPRC will deliver a surplus budget for 2015/2016. Guided by its Vision, Mission and Values, GPRC identified institutional priorities to ensure future learner demands are met; the financial plan and strategies emerged from these deliberations. The creation of the 2015/2016 budget occurred in a participatory, deliberate and reflective manner, ensuring that GPRC will be well prepared to continue offering excellent programming and services; reduction and reallocation of resources occurred in accord with our strategic goals and fiscal necessity. A strategic three-year budget ensures GPRC's financial stability over the long term.

Investments intended to transform the College and its operations will be implemented in areas such as Trades, Student Academic Supports, and capital renovations. These investments are essential as GPRC strives to address regional skills shortages and provide cutting edge learning environments and supports.

GPRC is boldly moving forward in these areas:

- Expansion of Health programming
- MBA on Grande Prairie campus
- Restructuring and reinstatement of Trans-Vocational programming
- The establishment of a Culinary Arts school in Jasper
- Additional Engineering programming
- Restructuring and reinstatement of Forestry programming
- Partnership with Environment and Sustainable Resource Development in Hinton
- Restructuring of Fine Arts and Athletics programming

Comprehensive policy reviews continue to be conducted in all divisions of the institution. All results and best practices are being shared with our Campus Alberta partner institutions. GPRC is focusing on continuing its strategic, collaborative and service-based standard. Priorities in 2016-17 include leadership and professional development, succession planning, policy review and the implementation of a position control management system.

GPRC serves students, strengthens our communities and supports industry in the Peace and Yellowhead regions. We have heard from our community that GPRC is vital to the future of our region and that our vision and plans are worthy of their support. The fundraising activities of GPRC are undertaken with galvanizing support from the community as we move forward. The College's VITAL campaign has commenced with the establishment of a campaign cabinet charged with supporting our fundraising goals.

GPRC anticipates an exciting future filled with opportunity. Collaboration, innovation and transformation are our touchstones; through innovative partnerships and bold and transformational ventures, the College will continue to be a first choice for learners.

Accountability Statement



Original signed by Pete Merlo

Pete Merlo
Chair, Board of Governors



Original signed by Don Gnatiuk

Don Gnatiuk
President and CEO

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.

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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). This enabled GPRC to include apprenticeship training in its educational offerings. The College 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.

MANDATE

GPRC 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, GPRC 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 in our region, enabling the establishment of collaborative partnerships that rapidly and effectively meet the varied needs of our 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, Fine Arts, Business, Technology, Human Services, Academic Upgrading, Trades and Technical training, and Agriculture. The College also offers baccalaureate degrees, primarily as collaborative degrees. In response to regional, community and industry demand, GPRC provides a range of customized non-credit pre-employment programming, skills development, safety, 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, GPRC 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.

GPRC 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.



Vision, Mission, Values

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

- We commit ourselves to a community of learning.
- We commit ourselves to the teaching and learning relationship.
- We give students the opportunity to grow and become enriched.
- We pursue student learning opportunities that maximize and lead to lifelong learning.
- The student is always the beneficiary of our activity.

Accountability

- We are personally accountable to each other.
- We are accountable to the communities we serve.
- We strive to provide a safe and caring environment for students, staff and visitors.
- We are fiscally accountable.
- We are committed to the stewardship of the environment, our building and the land.
- We make evidence based decisions

Integrity

- We live up to the highest standards of professionalism through fair and ethical behavior.
- We do what we say and build trust through our actions.
- We are honest and open.
- We are committed to a spirit of service.
- We strive to earn our students' and supporters' trust.
- We are loyal.

Innovation

- We encourage innovation.
- We respect our past but we are future focused.
- We engage students in creative learning.
- We are responsive and market driven.
- We strive to be a leader in applying information technology in ways that can transform higher education.
- We are a portal to discovery and learning.

Respect

- We treat each other, our students and our public with dignity and respect.
- We celebrate the diversity of people, ideas and culture.
- We take responsibility for our reputation.
- We are enhanced by cooperative efforts, partnerships and shared use of resources in an atmosphere of respect.
- We respect the need for discretion and confidentiality.

Passion

- We love what we do.
- We take the lead, and lead by example.
- We all contribute.
- We strive to be an extraordinary place to work.
- We have fun.

Plan Development

OVERVIEW

As a member of Campus Alberta, GPRC and its Board of Governors are committed to the development of a transformational Comprehensive Institutional Plan (CIP) that meets the rapidly evolving educational needs of our region through creative and responsive solutions. This CIP aligns with GPRC's Mandate, leverages the College's strengths and resources, benefits learners in Alberta, and builds on partnerships and collaborations with other post-secondary institutions and organizations.

Throughout the 2015/16 academic year, GPRC consulted with a wide variety of stakeholders in the development of this CIP. Stakeholders included students, staff, community groups, industry, government, other post-secondary institutions, and internal departments and program leaders.

The College has continued to address three key roles in its relationship with the community.

- Serving our students
- Strengthening our community
- Supporting industry

Figure 1: GPRC's Relationship with Community



This CIP emerges from inclusive, ongoing internal consultations that inform GPRC's long-term planning. The College's Executive Team regularly engages with Deans and Directors, College departmental and program leaders, student leadership, faculty and staff associations, GPRC Alumni/Foundation, and other internal stakeholders and groups, about current operations, emerging opportunities, areas for change and new initiatives. GPRC also has two formal, academic policy-driven consultation mechanisms: the Program Review process and Program Advisory Committees (PAC).

GPRC consults extensively with external stakeholders. These groups include community organizations; industry (trade and business); municipal, provincial, and federal government departments and programs and post-secondary institutions and collaborative networks such as:

- The Alberta Post-Secondary Education Council of Presidents

- City of Grande Prairie, towns of Fairview, Hinton, Edson, and Jasper
- County of Grande Prairie
- Regional Chambers of Commerce
- The Alberta Post-Secondary Education Council of Presidents
- The Alberta Rural Development Network (ARDN)
- The Institute of Continuing Care Education and Research (ICCER)
- The Northern Alberta Development Council (NADC)

GPRC's strategic planning process will continue to evolve in the upcoming academic year. We will further explore and develop collaborations that build on our strengths and benefit regional learners. These will include initiatives and programs in health care and trades as well as further partnerships through Campus Alberta and eCampusAlberta.

INSTITUTIONAL CONSULTATION WITH KEY STAKEHOLDERS

Internal Consultation

College Strategic Planning: In preparation for this CIP, Executive held visioning sessions and/or discussions with Deans, Directors, Chairs, and Managers. Ongoing input from College surveys and departments also identify opportunities as well as areas for improvement.

In developing this CIP, GPRC reviewed key government documents including: the Enterprise and Advanced Education Business Plan, the principles of Campus Alberta, the Roles and Mandate Framework, Alberta Access Planning Framework, and the Campus Alberta Planning Resource. These documents provided direction to the creation of our CIP which reflects the Government of Alberta's post-secondary educational goals, key priorities, and strategic initiatives. A significant result of this review is that GPRC's strategic plan has been revised to incorporate measurable outcomes that evidence the degree of institutional success in meeting these goals. As the College moves forward, our measure of the success of these outcomes will provide valuable information for our strategic planning process. The College is continuing the extensive revision of our business systems and processes to improve efficiencies and services. These changes, coupled with a focus on outcomes, will result in significant transformation.

Student Inputs: The College Executive holds regular consultations with GPRC Students' Association (SAGRPC). In addition, students are surveyed throughout the year to ensure broad and representative student input is obtained. SAGRPC has extensive representation on a variety of College committees including Academic Council, Curriculum Committee, Program Review Committee, Research Committee, Visual Arts Committee, and the Facilities committee. GPRC and SAGRPC have recently signed an innovative "LOU" that identifies our common assumptions and approach to working collaboratively to best serve students.

Ongoing Consultations: These include exchanges with the Academic Staff Association, the Employees Association, Alberta Union of Provincial Employees (AUPE), the Aboriginal Liaison Officer, and the Circle of Aboriginal Students. The Transformers, a College-wide cross-functional change team, continues to identify areas for the improvement of GPRC structures, accountability management, processes and the President continues to hold regular “brown bag lunch” sessions with staff.

Formal Consultations: GPRC has two formal academic policy-driven consultation processes: the Program Review process and Program Advisory Committees (PAC). The Program Review process ensures all programs are reviewed annually. This process identifies each program’s current strengths and opportunities for improvement and, where necessary, may recommend revision or suspension of a program. Rigorous external program reviews are implemented when recommended by the Program Review Committee or the Dean and Vice-President. External reviews provide direction regarding curricular revision, program structure, and delivery methodology. College PACs provide advice and guidance on GPRC programs, identify industry trends and needs, and help forge strong links with potential employers of our graduates.

Risk Management Consultations: GPRC engaged risk consultants to identify both institutional risks, and tools for mitigating those risk. Meyers Norris Penny (MNP) has developed an Enterprise Risk Management Framework for GPRC.

Outcomes include policy review related to institutional risks, and the identification of areas of improvement. Hyde and Associates conducted an internal Safety Audit of GPRC’s practices that identified current and potential safety risks. GPRC has developed a clear timeline for the implementation of the Hyde and Associates’ recommendations and several further recommendations were implemented in the 2014/2015 year.

External Consultation

Regional Services, Business and Industry: Ongoing contact and dialogue with key professions, industries and businesses is essential to the timely identification of emerging needs in credit and non-credit training. Particular areas of current interest include health, B.Sc. Engineering year 2, Engineering Diploma, Aboriginal and motorcycle programming at GPRC. (See Appendix I).

Research Development: The Centre for Research & Innovation (CRI) continues to lead the development of applied research and innovation capacity for faculty and students at GPRC. This work includes the development of policies and procedures; for creating research proposals, assistance with advancing research proposals to

granting agencies; and employment opportunities for students within applied research projects and faculty mentoring of students interested in applied research. GPRC has completed an extensive policy development and review process that has ensured an applied research policy is comprehensive, current and robust. CRI collaborates with other post-secondary research groups as well as with local research and innovation networks including: the Peace Applied Research Network (Fairview) and the Alberta Rural Organic Waste to Resources Network (AROWRN). Emerging projects and collaborations involve the Grande Prairie and Beaverlodge Detachments of the RCMP “K” Division, and the University of Alberta Nursing projects. The CRI continues to support the ongoing developments of the College’s major applied research initiatives: Pollutants to Products (P2P) – GP Campus; and the National Bee Diagnostic Centre (NBDC) – County of Grande Prairie #1 adjacent to Beaverlodge. The National Bee Diagnostic Centre – Technology Access Centre maintains an active national breadth advisory committee.

Plan Development/External Consultation/Regional Stewardship and Community Inputs: GPRC engages with its regional stakeholders and communities in a variety of ways throughout the year. For example, GPRC hosts annual regional meetings of Community Adult Learning Councils (CALC) and Community Learning Networks (CLN); annual high school counselor updates; Grade 7 day; Fine Arts’ Student for a day, and Science Open House. The High School Summit, a committee comprised of the GPRC President and Vice-President Academics and Research as well as representatives from regional school districts, is a collaborative initiative exploring creative incentives to ensure a greater number of area students complete high school and make a smooth transition to post-secondary education. GPRC is also a partner in ‘The Reading University’ for Grade 3 students, held at the Grande Prairie campus each July. GPRC partners with SAIT in a sheet metal training program in Grande Prairie.

The GPRC Board of Governors holds regular meetings with a variety of stewardship region stakeholders including provincial, municipal and county political representatives. In addition, the Board consults with representatives from regional Chambers of Commerce and Alberta Apprenticeship and Industry Training offices. These meetings ensure the Board is well connected to the communities in our region and fully aware of their concerns and aspirations. The President and CEO of GPRC and a representative from the Board of Governors sit as voting members of the GPRC Alumni/Foundation.

Capital Campaigns/Major Giving Programs: The GPRC Vital! Campaign will be the largest fundraising campaign the region has experienced! It is currently in the quiet phase, which has included extensive community consultation. To assist the College in achieving the goal of this comprehensive Campaign over the next five years, an influential

and affluent group of community leaders have been recruited and named to the Campaign Cabinet.

Continuing Education (CE) Consultations with Industry: GPRC maintains ongoing contact with local and regional businesses and industries, ensuring academic departments are aware of the needs and interests of these stakeholders and are responding to potential training opportunities. The C.E. department has developed a long term consultation plan to expand community programming and to serve as an incubator for potential credit programming required by our burgeoning economy.

Government Consultations: As part of the development of the new Health and Education Centre, GPRC continues to consult with Alberta Health Services, Alberta Infrastructure and Alberta Health and Wellness to determine the appropriate health programming to be offered in our region. The College works with Alberta Industry and Training (AIT) to provide regional tradespeople with the opportunity to complete training within the region. Innovation and Advanced Education is consulted on new and regional programming.

Post-Secondary Consultations: In our ongoing efforts to develop and establish new programs and collaborations, enhanced transfer agreements, and expanded distance delivery options, we partner with many provincial Colleges and Universities under the Campus Alberta framework. (A full list of post-secondary collaborations can be found in Appendix I.)

Environmental Scan

REGIONAL OVERVIEW

Demographics

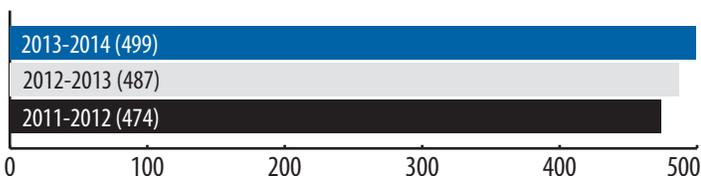
GPRC provides services to a population of approximately 160,000 people who are widely scattered across 82,000 square kilometers (Campus Alberta Planning Resource, 2014). Population growth for the region is forecasted at 18% for the next 10 years and is largely impacted by in-migration within Alberta and from other provinces. The city of Grande Prairie, with a population of approximately 55,032 (Statistics Canada 2011), has increased its population by 49% over the past ten years with a median age of 30 (the youngest population in Alberta and Canada). As the regional commercial center, Grande Prairie provides services to Northwestern Alberta, Northeastern British Columbia, and the North West Territories.

The economic focus of our stewardship region continues to be largely trades-based. Hence, GPRC has steadily increased Apprenticeship and Trades seats over the past five years with an average fill rate of 90% or greater in most programs.

GPRC's stewardship region includes learning sites in Hinton, Edson and Jasper. The Grande Cache learning centre is serviced out of our Hinton site. Credit programming in the university transfer and office administration Certificate areas is in high demand in this region, particularly at our Hinton site. Edson and Jasper continue to pose a challenge in terms of learner service as demand for programming varies widely between programs; it is often difficult to attain a viable cohort in any single course or program. However, GPRC continues to work closely with these communities to ascertain and fulfill post-secondary demands in the most effective manner possible.

The GPRC stewardship region is home to 14,345 (10%) Aboriginal citizens (CAPR, 2014). Many Aboriginal youth prefer to stay within their home communities and GPRC, whose stewardship region encompasses a number of Aboriginal communities, provides an opportunity for those students to succeed and feel supported in their post-secondary studies. GPRC is working with many Aboriginal communities to provide credit and non-credit programming throughout our stewardship region.

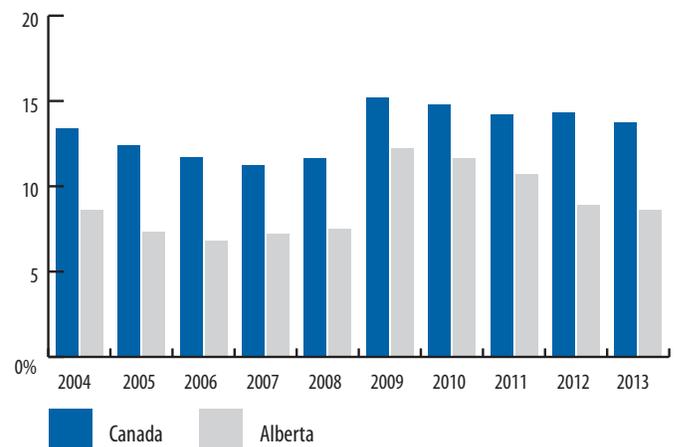
Figure 2: Aboriginal Students



Economic Implications

The recent plunge in the price of oil and Alberta government budget constraints will impact the region and the institution for the next two years at least. The region is strongly reliant on oil and gas, trades, and agriculture; key drivers of a strong regional economy. Employment opportunities in the region continue to increase and the regional unemployment rate of 3.7% is lower than Alberta's provincial unemployment rate of 4.7%.

Figure 3: Youth Unemployment Rate Nationally and Provincially

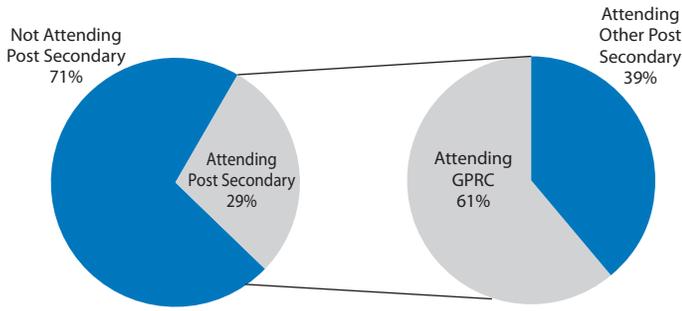


The Alberta youth unemployment rate of 8.6% in 2013 was significantly lower than the national average of 13.7%. Youth unemployment tends to increase in times of economic downturn, as evidenced by the 2008 economic crash. The unemployment rate of 3.5% for post-secondary graduates, compared to that of 5.1% for those with a high school diploma, indicates a strong relationship between post-secondary education and employment rates in Alberta.

Grande Prairie residents enjoy an average home gross income of \$106,993, and the average price of a home in Grande Prairie is \$304,947. A large portion of GPRC students are young and local with limited choices of accommodations. Off-campus two bedroom housing costs \$1,150 per month and apartment vacancy rates of 1.2% (Dec, 2014) are among the lowest in the country. GPRC has invested, and will continue to invest, in student housing on both the Grande Prairie and Fairview campuses.

Several factors continue to contribute to a lowered regional learner demand for post-secondary education. These factors include high youth employment, lower high school to post-secondary transition rates, and an abundance of regional employment options requiring only minimal training.

Figure 4: June 2013 Graduates

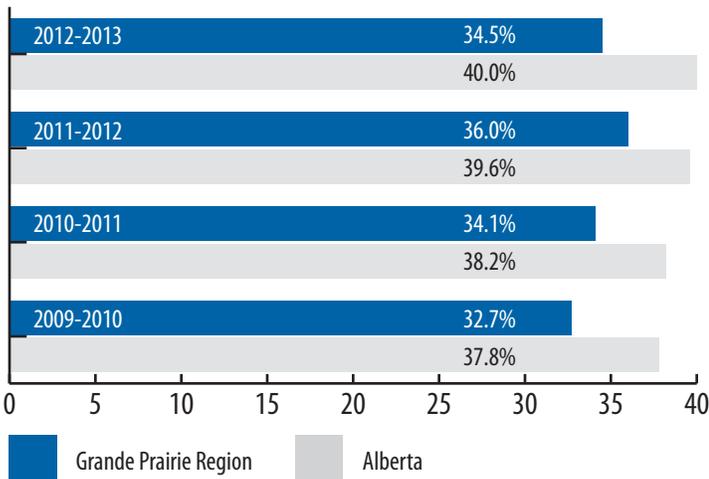


Post-secondary Background

Alberta's high school to post-secondary transition rate of 40% (CAPR, 2014) is one of the lowest in Canada, resulting in a comparatively low post-secondary participation rate of 18% (CAPR, 2014) compared to the national average of 24%. GPRC's stewardship region high school to post-secondary transition rate is 6.5% lower than Alberta's transition rate, with 61% of those students who graduate choosing GPRC as their post-secondary of choice. 83% of high school students indicate an intent to transition immediately to a post-secondary institution after high school; in reality, only 40% of these students go on to study at a post-secondary institution within 4 years of completing high school (CAPR, 2014).

Post-secondary participation rates for 18-34 olds are considerably lower in Alberta than Canada because some have completed their education in other provinces prior to moving to Alberta. These rates will continue to stay the same in future years due to a strong economy and abundance of employment opportunities.

Figure 5: High School to PSE Transition Rates



Several factors influence those students choosing GPRC as their institution of choice. These factors include the regional existence of a higher education opportunity, an unwillingness to relocate, and the higher cost of living in major cities. Those students who choose GPRC as their first choice do so because Grande Prairie Regional College provides both diplomas and transfer degree programs in partnership with major post-secondary institutions in Alberta.

Regional learners and employers exhibit strong interest in programs such as ThinkBIG Service Technician, Power Engineering, Computer

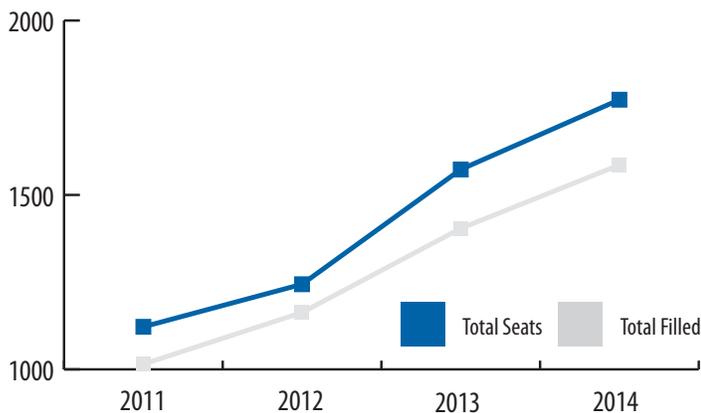
Systems Technology and Nursing. Students enrolled in university programming tend to begin their studies at GPRC and transfer to a university after two or more years of study. In the 2013-14 academic year, GPRC had 800 students enrolled in university transfer programs such as Bachelor of Commerce, Bachelor of Science-Engineering, Bachelor of Arts and Bachelor of Science. In addition, GPRC has established excellent transfer agreements with a variety of Alberta post-secondary institutions, allowing GPRC students extensive mobility within the province and evidencing GPRC's commitment to the values and goals of Campus Alberta.

GPRC continues to increase its enrolment of underrepresented groups; the College has seen a particular increase in the enrolment of self-declared Aboriginal students. Indeed, Aboriginal student enrolment increased by 2%, from 487 in 2012-2013 to 499, in 2013-14 academic year. Aboriginal students account for 13% of the student body in GPRC and this percentage will continue to grow as GPRC continues to work actively with regional Aboriginal communities, the Grande Prairie Aboriginal Circle of Services, the Grande Prairie Friendship Centre, regional bands and our regional Aboriginal partners. We are continuing the development of our campus Aboriginal support programs and the active support of our Circle of Aboriginal Students, and our Elder in Residence. GPRC is also the only Canadian Post-Secondary Institution to house an on campus Friendship Centre. Through our Aboriginal Liaison position, GPRC ensures our institutional leadership is connected to these groups and supportive of the many cultural celebrations they lead.

Implications for GPRC

GPRC seeks to become degree granting to satisfy regional demand for local delivery and retain students who move to larger cities for post-secondary education. GPRC has implemented the Strategic Enrolment and Retention Committee to attract and retain learners across all programs. Despite the low regional post-secondary participation rate, programs like Apprenticeship, Trades and Agriculture, and technical programs are of high interest and continue to grow. Apprenticeship seats are 90% full and the program has increased seat offerings by 46% in the past five years to meet regional demand.

GPRC is the first post-secondary choice of many local and northern residents; regional access to high quality programming in a variety of areas, as well as broad university transfer offerings and nine degree completion opportunities "close to home", make GPRC an attractive option for many regional learners. GPRC's focus on providing students with individual advising and academic and social supports allows regional students from rural areas to make a comfortable transition to post-secondary studies.

Figure 6: GPRC Apprenticeship seats

INSTITUTIONAL OVERVIEW

Strengths

GPRC has two campuses and several learning centers. Institutional infrastructure strengths include facilities, Information Technology Services and Support, progressive Human Resources policy and practice, and effective financial systems and processes.

Programming at GPRC includes foundational learning through Academic Upgrading, allowing students to transition into all GPRC certificate, diploma, and undergraduate programming. GPRC students have access to a wide variety of programming including collaborative and hosted degrees, University Transfer, Apprenticeship Trades and vocational programming, Career programming, and Continuing Education. Through various transfer agreements, GPRC offers students access to a wide range of Baccalaureate programs while our collaborative partnerships within Campus Alberta allow students to complete nine degree programs including undergraduate degrees in Education (Elementary – Teacher Education North – University of Alberta), Social Work (University of Calgary), Nursing (Bachelor of Science in Nursing – University of Alberta), and Commerce (Athabasca University).

GPRC, through the Centre for Research & Innovation (CRI), has been effective in embracing the CCI mandate for applied research, as well as in developing a regional innovation center that encourages and facilitates the commercialization of ideas. The National Bee Diagnostic Centre provides an exceptional lab facility which provides diagnostic services to beekeepers across Canada and the United States. On our Fairview campus, GPRC is the national provider of Harley-Davidson™ Program in Canada as well as the first Canadian “ThinkBIG” program in partnership with Finning. These programs are both offered on our Fairview campus.

Opportunities

Research: GPRC continues to increase its participation in Applied Research activities. The College has in place policies necessary to the conduct of applied research and is Tri-Council approved. The CRI also provides administrative structure and support to faculty preparing grant applications and managing grant funds. Current GPRC applied research projects and initiatives address the four pillars in Alberta Innovates: Bio- Solutions; Energy and Environment Solutions; Health Solutions; and Technology Futures. A review will be undertaken and policy and directions adjusted to meet the revised Alberta Government priorities. Increased opportunities for Applied Research have the potential to transform faculty and student experience at GPRC.

Community Foundational Learning & Networks: In concert with Campus Alberta and the Roles and Mandates Policy Framework, GPRC maintains a focus on a strong community based adult learning system, actively working with Community Adult Learning Centers (CALCs) and other stakeholders. In May 2015, GPRC hosted the fourth Annual Spring Regional meeting with Alberta Literacy Coordinators, Family Literacy Coordinators, regional CALCs, eCampusAlberta and the Government of Alberta. Organizations provided updates from their communities, shared best practices, engaged in presentations by eCampusAlberta and the Government of Alberta, and participated in conversations with their CCI representatives from GPRC and Northern Lakes College. Continued information sharing between the groups will further enhance their ability to refer, assist and provide programming to rural adult learners, and to develop collaboration between their various organizations; communication and meetings will continue outside the annual meeting.

Collaborations, Networks and Partnerships: GPRC will continue to seek and expand our transfer agreements with other Campus Alberta Institutions. The development of the new Grande Prairie Regional Hospital requires ongoing partnership and collaboration with Alberta Health Services, Alberta Health and Wellness, Alberta Infrastructure, and our partner institutions. Emerging research projects will lead to new partnerships and networks. As the National Bee Diagnostic Centre (NBDC) develops into a Technology Access Centre (TAC), there will be more opportunity for collaboration, partnerships, and innovation relative to the bee industry.

The GPRC Department of Business is exploring more effective ways to prepare students for a career in business. There is need in the local community to ensure relevant skills in business are applied in a practical workplace setting. A Department of Business co-operative optional course will be developed to support local businesses in creating business placement sites for students. All placements will be structured around student course requirements and the businesses’

ability to fulfill these requirements. A limited number of placements will be available initially. However, all placements will be paid positions and deemed to be summer employment in the students' chosen field of study. In time, there will be further opportunities for businesses and students to work together to expand the number of placement sites. This is a beneficial arrangement for students as well as for businesses. Employers will have an opportunity to work with, recruit and train potential employees. Students will acquire applied experience.

GPRC continues to be proactive and responsive in its assessment and response to the programming needs and aspirations of the West Yellowhead region learning sites (Hinton, Edson, Jasper and Grande Cache). West Yellowhead programming will continue to be developed in collaboration with industry and other educational providers. GPRC will continue to partner with the Grande Cache Correctional Institute to expand the Trades training opportunities we offer inmates to include Carpentry.

GPRC will continue to partner with Skills Competencies Canada to provide a Trades competition venue for the Skills Alberta Canada Northwest Regional Event, as well as providing 150-200 high school students from our stewardship region with a spring trades camp experience on our Fairview campus.

Demand and Capacity: GPRC is conducting a comprehensive external assessment of regional learner and employer demand for health care programming. Based on Health and Allied Health care-related "turn-aways" (Campus Alberta Planning Resource), GPRC is consulting with AHS to identify potential program offerings to support services at the new Grande Prairie Hospital; these include:

- Practical Nursing
- Health Care Aide
- Paramedic
- Occupational Therapy Assistant
- Physical Therapy Assistant
- Health Information Management

GPRC is exploring learner and employer demand for several programs including Engineering Technology (Diploma), Engineering (Geological – Year 2), Film Studies (diploma), Forestry (diploma), Eco-Tourism (diploma) and further degree completion programming.

GPRC is also exploring, with Alberta CCI partners, opportunities to attract "turn-away students" from other Colleges/regions to GPRC programs, particularly in the Trades and Technology areas. Such collaboration ensures the best possible access for all Alberta learners.

Another potential area for program growth at GPRC involves greater space utilization and year round usage of the College's facilities. Harley Davidson Motorcycle training, Heavy Equipment Technologist, and Continuing Education projects for specific industries/companies are all emerging opportunities for GPRC that will require greater access to learner spaces.

eTutoring Pilot Project: GPRC will, along with seven other Alberta institutions continue to expand its eTutoring work in support of students taking eCampusAlberta courses. 68 GPRC students have accessed the service to date and we are expecting expanded demand for the 15/16 year.

Online Copyright Certification Course: GPRC initiated this course and worked with two other institutions, Red Deer College and NAIT, to make it a reality. By October 2015 we expect all GPRC staff to have completed this online course. This requirement is intended both to mitigate risk and to raise awareness of the issues surrounding copyright.

Visiting Scholar: GPRC has developed a Visiting Scholar policy that provides for research and office support for visiting scholars who are conducting research in conjunction with GPRC, or in our stewardship region and within a regional context. This program provides an important opportunity for GPRC faculty, staff and students, to work with Canadian (e.g. Carleton University) and International Scholars (e.g. Mexico; Uruguay).

Dual Credit: GPRC has signed memoranda of agreements with six school divisions. To deliver a variety of dual credit programming. 5 courses have been delivered dual credit in 2014/15 academic year and 30 courses are planned for 2015/16 academic year. GPRC continues to work with other school districts in our stewardship region to expand dual credit opportunities for regional students with the goal of meeting students' demand for this opportunity, and increasing transition to post-secondary rates within our stewardship region.

Challenges

In addition to low educational attainment and a strong regional economy, GPRC's challenges include the need to make greater use of technology to increase access, and to build relationships with new stakeholders. While GPRC faces stiff private competition for non-credit training, there is also great opportunity for partnering with private providers. College staffing will change in the next 5-10 years as a significant percentage of instructors approach retirement; GPRC will need to deal with the challenge of attracting high quality candidates. GPRC will need to enhance its human resources strategy to ensure that the College is seen as an employer of choice that can attract, optimize and retain quality candidates.

GPRC is working to increase technology-supported learning access (Blended, online, distance/eCampusAlberta) and to build relationships with the CALCs to better address regional foundational adult learning challenges. Attracting students to post-secondary remains a challenge; a regional culture of transitioning from high school to work rather than to post-secondary, plentiful local job opportunities, and the difficulty of attracting students to a small northern city, are all factors that impact GPRC recruitment. The GPRC Strategic Enrolment and Retention Committee (SERC) embraces this challenge as an opportunity and is aggressively working to minimize these challenges and increase enrolment and retention. The College's Continuing Education Department faces competition in Non-Credit programming offered by private companies but has commenced implementation of a strategic plan to meet institutional profit targets.

CIP LINKAGES TO GOA AND IAE

Campus Alberta provides a philosophical framework for ensuring Alberta's investment in learning. Under that framework, GPRC delivers quality programming using Key Performance Indicators (KPI) to assess program viability, develop new programs based on regional demand and sustainability and, where GPRC cannot offer a program, find partners who can. Through the West Yellowhead initiative and the CRI, GPRC continues to expand regional capacity and services.

GPRC's CIP is aligned with outcomes defined in the Government of Alberta's Strategic Plan and with the priority directions of Campus Alberta. The College remains committed to consulting with its communities and stakeholders, building relationships, and increasing its slate of regionally relevant programming. GPRC provides supports for disabled and underrepresented students and staff, as well as for Aboriginal students.

GPRC practices fiscal responsibility and sound financial practices, as evidenced by our recorded successful audits.

The CIP incorporates measureable outcomes in the strategic plan. GPRC's applied research projects align with Alberta's research priorities, placing a focus on developing and supporting faculty and students involved in applied research. In addition, the CRI engages with the provincial Regional Innovation Networks (RIN).



Goals, Priority Initiatives, Expected Outcomes and Performance

ACCESS

STRATEGIC DIRECTION 1: Citizens have accessible resources to improve the quality of life.

Goal 1.1: Deliver affordable, accessible credit and continuing education programming (including Health and Trades related programming and degree completion opportunities) relevant to the changing needs, context and diversity of students in the region.

Outcomes:

- Increased and strong enrolments in current programs
- Increased slate of program offerings that include expanded, updated and new credit programming (trades, allied health, increased degree completion opportunities at both the baccalaureate and graduate levels, certificates, diplomas, new majors or innovative streams such as entrepreneurship and co-ops, high school equivalency programming)
- Increased regional allied health programming through the implementation of recommendations resulting from rigorous needs assessment research
- Expanded GPRC programs, partnerships with Campus Alberta institutions, and consultations with AHS regional representatives
- Viable enrolments in all additional programs, collaborative degrees and hosted degrees
- Increased Prior Learning and Recognition Assessment processes (PLAR)
- Increased availability of dual credit opportunities (high school/college)
- Expanded partnership for delivery of Carpentry at the Grande Cache Correctional Institute

Goal 1.2: Continue to expand GPRC's role as an active and committed partner within Campus Alberta.

Outcomes:

- Increased programming and academic and administrative partnerships
- Expanded collaborative and hosted offerings
- Expanded distance learning options and offerings
- Increased involvement in Alberta Innovates Technology Futures projects and funding opportunities
- Increased involvement in Alberta Post-Secondary Education Council of Presidents initiatives and increased presence on Alberta Post-Secondary Education Council of Presidents committees

Goal 1.3: Transform Continuing Education's role as a non-credit training provider in the region.

Outcomes:

- A well-resourced department with strong community connections, direction, and visibility
- Increased delivery of relevant high demand courses and programs based on consultation with industry
- Strong slate of responsive community interest programming
- Innovative and profitable projects that result in increased revenue

QUALITY

STRATEGIC DIRECTION 2: Students throughout the stewardship region have the knowledge and skills for success in whatever path they choose.

Goal 2.1: Implement ongoing processes and activities to ensure the College learning environment is of high quality.

Outcomes:

- Online registration system operational for all programs
- Rigorous annual review of all programs with emphasis on student and employer satisfaction
- Cumulative 6-year program information identifies enrolment trends, program successes/challenges, and areas of revision or renewal
- Access to comprehensive and current information (program enrolment, student satisfaction, student employment rates, student and faculty achievements) supports evidence-based College planning
- Increased standing in GOA biannual Graduate Outcome Survey
- An annual Technology Plan responsive to the evolving needs of the College and learners

Goal 2.2: Promote and enhance effective and comprehensive student support programs

Outcomes:

- Student Experience Strategic Plan is implemented, providing expanded and innovative social, academic and cultural supports and an exemplary level of customer service
- Students have increased academic success and enjoy a rich College experience
- GPRC Wolves' Athletics programming has fully established and operationalized its three pillars: Athletics, Academics and Citizenship. A business plan has been developed and implemented with input from the Wolves' Athletics' Advisory

Committee. The Athletics department is accountable to the triple bottom line: People, Finances, and the Environment.

- Students can access an extended variety of support programs for different disciplines
- The Students' Association and the Circle of Aboriginal students have improved dedicated College facilities
- Fully funded Aboriginal Elder in Residence position

Goal 2.3: Promote and enhance effective and comprehensive student engagement in faculty led Scholarly Activities

Outcomes:

- Scholarly activity (a sub-set of applied research) plans are completed for each School, Department/Program, and individual that clearly articulate how students will engage and benefit from that scholarly activity
- Faculty profiles are developed, and posted on the GPRC website, that highlight their applied research and scholarly activities
- Students see and hear outcomes of faculty members' scholarly activity within their courses (evidence of integration)
- A culture of student engagement in applied research and scholarly activity is promoted and evident
- The Landscape of Scholarly Activities comprehensive and detailed (record of all scholarly activity, including the scholarship of teaching and learning) at GPRC is ratified (Spring 2016), implemented (Fall 2016), and maintained current and relevant (ongoing)

COMMUNITY

Strategic Direction 3: Economic well-being of the stewardship region is enhanced.

Goal 3.1: Maintain and enhance networks, partnerships, and community consultations.

Outcomes:

- Increased projects, programs, and partnerships result in increased comprehensive learning opportunities (credit and non-credit)
- Increased range of partnerships, networks, and stakeholders
- Identification of priorities that recognize the interests of College stakeholders
- Expanded engagement with K-12 education system
- Increased responsiveness to regional Aboriginal communities' post-secondary educational needs
- Further partnership protocols developed

Goal 3.2: Expand community involvement.

Outcomes:

- GPRC is a visible and valued community resource for community continuing education programming, recreation, culture, research, and economic development
- Increased participation in fitness, health and wellness, cultural and non-credit education activities
- Increased community and regional opportunities to partner with College on mutually beneficial initiatives and activities
- Enhanced public support and participation in College and department events and committees
- Enhanced alumni benefits and involvement

Goal 3.3: Develop and promote the newly developed distinctive image for the College.

Outcomes:

- Increased public awareness and recognition within the service region of the College's quality, distinctiveness, learner successes, and achievements
- Increased public awareness of the College's values and priorities
- A single distinctive College identity

SUSTAINABILITY

Strategic Direction 4: Economic and Environmental Sustainability

Goal 4.1: Increase enrolment and retention rates through Strategic Enrolment and Retention Committee (SERC) efforts.

Outcomes:

- A greater number of applicants choose GPRC as their "first choice"
- Increased enrolment:
 - In current low enrolment programs
 - Of students from specifically identified underrepresented demographic groups such as First Nations and international students for specific programs
 - In distance education programming
 - Of students from the College's stewardship region as well as from Northern Alberta, North East British Columbia, Yukon and North West Territories
 - Of high school graduates and mature students

Goal 4.2: Generate new revenue streams.

Outcomes:

- Intentional fundraising (VITAL Campaign) increases number of donors, large gifts, and contribution amounts
- Emphasis on workplace training, career related training, and lifelong learning increases non-credit revenues
- Entrepreneurial activities create sources of revenue

Goal 4.3: Ensure a healthy and safe environment for students, staff and visitors.

Outcomes:

- Effective Occupational Health and Safety Program exists to protect students, staff, faculty, contractors, sub-contractors, public, campus assets and the environment from injury and/or financial loss
- Recommendations of the Safety Audit continue to be reviewed and implemented where fiscally and organizationally feasible
- Viable Emergency Management Program exists and there is an understanding of procedures in the event of an emergency or disaster situation
- Students, staff, and visitors regard all GPRC campuses and sites as safe environments

Goal 4.4: Develop environmental awareness (Green Initiative) and measure, monitor, and transform our practices.

Outcomes:

- Decreased use of resources; increased recycling
- Reduced energy usage and energy costs
- Increased meeting conferencing results in decreased vehicle usage



Enrolment Plan

CHALLENGES AND CONSTRAINTS

Within the context of current and anticipated post-secondary budgets and policy changes over the next three years, GPRC must critically review its current and potential programming. Program suspensions for the 2015/16 academic year include Commercial Beekeeper, Hospitality and Tourism Management, Office Administration (Legal Secretary Specialist), Office Administration (Microcomputer Office Specialist), Office Administration (Office Management), Office Administration (Professional Bookkeeping Specialist), Office Administration Intensive (Computerized Accounting), Office Administration Intensive (Legal Secretary), Office Administration Intensive (Microcomputer Office Specialist), Pre-Employment Welding, Pre-Employment Millwright, and Transitional Vocational Program. The College will assess program offerings for the 2016/17 and 2017/18 academic years; decisions will continue to be made based on the results of the Program Review process and Government of Alberta directives.

In highly enrolled programs which align with provincial priorities and regional demand for skilled workers such as Nursing and Power Engineering, the challenge is to fund growth. There is also strong demand from regional industry and the Alberta Professional Engineers and Geologists Association (APEGA) for the delivery in Grande Prairie of the second year of Engineering and of an Engineering Technology diploma program. The College is developing a Master Plan to address these challenges and meet future space demands. Work experience placements and laboratory capacity in programs such as Nursing and Power Engineering limit student numbers. On the Grande Prairie Campus, the Cardinal building design limits optimum space utilization. On the Fairview Campus, GPRC has under-utilized facilities such as agriculturally related buildings. New program development, even in high interest areas, is difficult within current budget constraints.

ENROLMENT INITIATIVES

GPRC's Strategic Enrolment and Retention Committee (SERC) continues to provide direction to the College's enrolment initiatives. These initiatives include ongoing dialogue with regional high school leaders to encourage greater high school to college transitions, and the exploration of collaborative options such as dual credit. As part of an overall enrolment strategy, GPRC continues to host events that provide early contact and engagement with youth. These events include athletic and educational summer camps, the annual summer Reading University, Grade 7 Day, Student for a Day, Open House days, and involvement in a wide range of youth related community events such as music and dance festivals. GPRC will engage a firm to provide research into regional students' attitudes and concerns regarding GPRC programming, their plans for program completion and the services and supports that would ensure they remain at GPRC to complete their programs. GPRC will expand academic support staffing to include an additional tutor in English, and will be working actively to increase responsiveness to student, and potential student, concerns and needs.

GPRC is actively developing technology-based online recruiting and enrolment processes. By the fall of 2015, students will be able to enroll online in GPRC programs and courses. The College is employing social media as a recruiting tool; a new, attractive and interactive website provides up to date and easily accessible information.

ENROLMENT TARGETS

Within the constraints of the PSE budget and recent program cuts we will see a reduced FLE count for 2015/16. After successful implementation of the above initiatives and further retention initiatives, GPRC will be back up to 2000 FLEs in within a few years.

GPRC Projected Enrolments and FLE Trends Projected Enrolment by Program

Program	2014/15 Estimate	2015/16 Goal	2016/17 Goal	2017/18 Goal
Academic Upgrading	130	80	80	80
Animal Health Technology	48	50	50	50
Apprenticeship	425	425	425	425
Business Administration	116	120	125	130
Commercial Beekeeper	3	0	0	0
Computer Systems Technology	13	15	20	25
Early Learning and Child Care	72	70	75	75
Education Assistant	13	15	15	15
Fitness Leadership	26	30	30	30
Harley-Davidson Technician	10	12	12	12
ThinkBIG Service Technician	63	60	0	0
Hospitality and Tourism Management	12	6	60	60
Music	11	15	15	20
Office Administration	99	70	70	70
Open Studies	186	180	190	200
Parts and Materials Technician	11	12	12	12
Perioperative Nursing	10	10	10	10
Power Engineering	81	80	80	80
Pre-Employment (Machinist/Millwright/Welding/Motorcycle Mechanic)	15	12	12	12
Transitional Vocational	25	0	0	0
Unit Clerk Program	17	30	30	30
UT - Degrees (9)	420	425	435	450
UT - Bachelor or Science in Nursing	134	140	140	140
Visual Arts and Design	13	15	15	20
TOTAL FLE	1953	1872	1901	1946

GPRC 2013-2017 Collaborative Students Not GPRC Students But On Campus (Headcount Not Included in GPRC FLE)

Credential	2012/13 Actuals	2014/15 Estimate	2015/16 Goal	2016/17 Goal	2017/18 Goal
Nursing (Year 4)	60	60	60	60	60
Education (Year 3 and 4)	94	81	102	102	102
Social Work	21+29*	15	25	25	25
Business and Commerce	27	32	30	30	30
Other	5	11	15	15	20
TOTAL HEADCOUNT	236	199	232	232	237

* Masters of Social Work

GPRC 2013/14 to 2017/18 FLE Enrolment by Credential

Credential	2013/14 Actuals	2014/15 Estimate	2015/16 Goal	2016/17 Goal	2017/18 Goal
Certificate	406	367	367	376	372
Diploma	253	260	260	260	269
Academic Upgrading	170	130	80	80	80
University Transfer	559	560	560	570	600
Other/Undeclared	205	211	180	190	200
Apprenticeship	375	425	425	425	425
TOTAL FLE	1,968	1,953	1,872	1,901	1,946

Research, Applied Research and Scholarly Activities

In 2007, the College created the Centre for Research & Innovation (CRI) 'to lead the development of applied research (innovation) and scholarly capacity for the College and its service region.'

Applied research (including innovation) and scholarly activity engagement at GPRC is consistent with our mandate under the Post-Secondary Learning Act and our annual Letters from the Minister. The College sets its research priorities based on its strengths and regional needs while staying consistent with Alberta Government priorities as set by the Ministry of Innovation and Advanced Education and as articulated by Alberta Innovates. GPRC operates collaboratively with Campus Alberta institutions to contribute to the research and innovation needs of Alberta

GPRC has three main research objectives:

Goal 1: *Collaborate with the Campus Alberta system to develop a robust pan-Alberta applied research network and system.*

The College will continue to allocate resources to the Centre for Research & Innovation to lead collaborative efforts on behalf of the College, to facilitate faculty collaborative efforts, and to contribute positively and materially to Alberta system wide developments.

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.

Outcomes:

- College research administrators participate (face-to-face, distance and through survey instruments) in GOA led:
 - Research system developments and reviews
 - Regional Innovation Network developments and meetings (AITF)
- College research administrators participate (face-to-face, distance) in Campus Alberta led activities
- College research administrators participate (face-to-face, distance) in national level research and innovation system development activities (e.g. College and Institutes Canada; Tri-Council and CFI requests; ReSearch Infosource surveys)
- College researchers and faculty collaborate at all levels of the system as appropriate

Goal 2: *Develop applied research programs at GPRC that are consistent with current capacity, current and emerging programs, provide opportunity to strengthen student and faculty engagement in applied research, and within the context of the Alberta Research Plan, the IAE business plan, and international research excellence, that deliver (or have the potential to deliver) social and economic benefits to the region and beyond.*

Applied research programs will be developed as project-based and initiative based. GPRC researcher lead NSERC and industry funded initiatives are Pollutants-to-Products (P2P); and the National Bee Diagnostic Centre – Technology Access Centre. Emergent initiatives include: low impact systems, and a community based research initiative in partnership with the RCMP and Community Agencies. Priority areas for GPRC include the Neuroscience Laboratory and Nursing Education and Health Studies. Emergent projects include: biomass technology development (AROWRN); Unmanned Vehicle System technology integration; and product development applied research (under the Innovation – Technology Commercialization) banner. Scholarly activity is becoming a distinct and essential component of the Colleges research presence.

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

Outcomes:

- Increase in faculty support for, and engagement in, applied research
- Increase in student engagement in applied research
- Increase in number of research related partnerships and collaborations
- Increase in the number of Visiting Scholars
- Embrace research activities that yield revenue

Initiative 2.2: Increase innovation opportunities for the community.

Outcomes:

- Innovators and small/medium enterprises receive support to develop and commercialize their innovations
- Increased awareness and client use of CRI Innovation Services

Goal 3: Promote the Centre for Research & Innovation (CRI)

The College will continue to develop the Centre for Research & Innovation (CRI) as a distinct entity within the College structure in a way that meets the needs of its internal constituents (students, faculty, administration) while meeting the needs of its external constituents (storefront for innovators and community partners).

*Initiative 3.1: Complete CRI rebranding**Outcomes:*

- A distinctive CRI identity aligned with the GPRC brand
- Increased awareness and recognition within the service region of GPRC-CRI's applied research and innovation programs and services – as the "go-to" place for the region
- Recognition of community partners as active (funding and or research) partners

*Initiative 3.2: Transition Innovation Services to the Grande Prairie Regional Innovation Network (GPRIN) model**Outcomes:*

- Implementation of the new AITF preferred service model (alignment with primary funder)
- New governance model that moves community partners from supporters to funder/participants
- Additional revenue in support of a more robust suite of services currently provided
- Open to co-hosting opportunities with aligned provincial or federal service providers

*Initiative 3.3: Promote culture of innovation (which includes applied research and scholarly activity)**Outcomes:*

- Refocused New Media and communication activities
- Alignment of CRI and Grande Prairie Regional Innovation Network communications, including alignment with funder agency communications
- Increased awareness and recognition within the service region of the region's applied research, innovation, scholarly activity and commercialization capacity including programs, projects, services, resources, and achievements
- Increased awareness of the CRI and GPRIN strengths and commitment to regional applied research and innovation

Performance Measures

Performance Measures

GPRC will measure performance according to Advanced Learning System Outcomes Framework of:

1. A Learner Enabling System
2. Value for Investment
3. Advancing Knowledge

The following performance indicators were determined through institutional consultation and IAE directives and are best representatives of GPRC's strategic directions and goals:

- Credit programming Full Load Equivalent (FLE) Count
- Continuing Education Course Registrations
- Course Completion Rate
- Student Satisfaction Rate
- Enrolment by Credential
- Aboriginal Student Enrolment
- Overall Credit Headcount
- Research Revenue
- Research Initiatives and Projects
- Research Commercialization
- Research Engagement (Student, Faculty, Industry/Community)

Academic Plan

GOALS FOR ACADEMICS AND RESEARCH

- GPRC will attain Polytechnic University (PTU) status or the equivalent, and grant degrees by Spring 2019
- GPRC is PSE of choice for learners in our stewardship region
 - Evidenced by increased enrolment and increased transition of regional high school students to PSE at GPRC
- GPRC provides enhanced and current academic and social supports for students
 - Ongoing
- GPRC academic programming is seen as exceptional by students and potential employers
- GPRC will expand Academic Division initiatives within stewardship communities
 - Ongoing
- GPRC boasts a responsive, innovative and profitable Continuing Education department supported by transparent and accountable processes
 - Ongoing
- GPRC will increase distance programming and conversion of all distance offerings to eCampusAlberta delivery
 - Fall 2015
- GPRC will expand program offering in credit and non-credit areas to Fairview and West Yellowhead
- GPRC will establish connections, partnerships, and programming between Centre for Research & Innovation, Continuing Education and core program areas
- GPRC boasts an innovative, effective, and well-accessed Centre for Teaching and Learning (September 2017)
- GPRC is seen as “employer of choice” by faculty and staff
- GPRC will increase faculty on-site PD opportunities
- GPRC Deans, Directors, and faculty have greater role in provincial initiatives
 - Ongoing
- GPRC meets regional demand for Dual Credit programming
 - Ongoing
- GPRC will provide B.Sc. in Human Biology (U of A)
 - Fall 2017
- GPRC will provide year 2 B.Sc. in Engineering
 - Fall 2017
- GPRC will provide year 1 Engineering Diploma
 - Fall 2017
- Restructuring and re-instatement of TVP
 - Fall 2017 (residential programming in FV with daytime programming in 2018 in GP)
- Restructuring of Fine Arts through Strategic Planning process that will see Drama and I.D.D re-instated and Art History offerings increased
 - Fall 2017

ACADEMIC PROGRAMMING PLAN

GPRC has established a long term academic plan that allows the institution to be flexible and responsive to learner needs and GOA policy. The 2015/16 Academic Programming Plan reflects learner and employer demand.

School of Arts, Science and Upgrading

- B.A. in Psychology and English
 - 4th year intake Fall 2017
- B.Sc. in Human Biology
 - 4th year intake Fall 2017
- B.Ed. Secondary delivery equation resolved
 - Fall 2017
- Fine Arts Film Diplomas
 - Year 1 intake Fall 2017
- Restoration of Drama
 - Fall 2017
- Music Route-Changes to Year 2 Music route to ensure program currency
 - Fall 2017
- Forestry diploma + transfer route
 - Reinstatement: Fall 2017
- Engineering Technology Diploma
 - Fall 2017
- B.Sc. Engineering Year 2
 - Fall 2017
- B.A. in French
 - Year 3 intake in 2017

School of Health, Wellness and Career Studies

- New Programming in Health that includes Practical Nursing and Health Care Aide
 - Fall 2018 or opening of GP hospital
- New Programming in Allied Health that includes Paramedic, Occupational Therapy Assistant Diploma, Physical Therapy Assistant Diploma, and Health Information Management Diploma
 - Fall 2018 or on opening of GP hospital
- Human Services – Seek transfer for Early Learning and Child Care and Educational Assistant programs with Mount Royal University
 - Fall 2016
- Business Administration – Secure Hosted MBA
 - Fall 2016
- Office Administration – Revision of Certificate
 - Fall 2016
- Business Administration – Add entrepreneurial route
 - Fall 2017
- Business Administration – Add Co-op course in 2nd year diploma
 - Fall 2016

- Nursing – Meet research capacity requirements for Canadian Association Schools of Nursing (CASN) accreditation
 - Spring 2016
- Seek approval for increase in Nursing seats
 - 2017/2018 or opening of GP hospital
- Development of a Culinary Arts Program in the West Yellowhead
 - Fall 2018

School of Trades, Agriculture and Environment

- Trades delivery is expanded to meet regional needs
 - Ongoing
- Permaculture Certificate/Diploma
 - Year 1 Fall 2017
- Oil & Gas Field Operator Certificate
 - Fall 2017

Continuing Education

- Ensure a responsive, innovative, and profitable Continuing Education Department supported by transparent and accountable processes
 - Ongoing
- Realign and refresh both service and interest programs
 - Ongoing
- Make connections with business and industry in our region
 - Ongoing
- Small scale Agriculture Incubation
 - Fall 2015

Distance Education

- Continued expansion of distance (eCampusAlberta) course development in all program areas
 - Fall 2015
- Convert all online distance courses to eCampusAlberta
 - July 2015

Dual Credit

- Signed agreements with six school divisions in north western Alberta
 - Ongoing
- Potential agreements with seven other school divisions in development
 - Spring 2016
- Course offerings to be available in most department programs
 - Fall 2016
- Increase course offerings in Trades planned
 - Winter 2018

ACADEMIC AND STUDENT SUPPORT DEPARTMENTS

Student Experience

- Policy Update Completion
 - Spring 2016
- Strategic Plan Implementation – commence Fall 2015
- 21st century library restructuring
 - Commence Fall 2016

Centre for Research & Innovation

- Expansion of Faculty/Student involvement in Research & Innovation
 - Ongoing
- Expansion of four large Applied Research Initiatives
 - Fall 2016
- Research priorities align with Alberta Innovates and Government of Alberta priorities
 - Ongoing
- Research plans completed by all schools
 - Spring 2017
- Expansion of Base Funding
 - July 2016 – Support for reporting grant applications, accountability, and applied research management functions
- Revise regional innovation services consistent with Innovation Network Model
 - Spring 2016
- Implementation of related business documents
 - Fall 2016
- National Bee Diagnostic Centre – Veterinary Laboratory Association of US Accreditation
 - Spring 2018

Centre for Teaching and Learning

- Base funded - Director, Admin., Assistant, and rotational faculty position
 - September 2017
- Includes current staff: Educational Technology
- Provides informal and formal PD opportunities around instruction
- Works with faculty on program and course development, pedagogy, and course outlines

ASA Collective Agreement

- Continued work on collective agreement to mutual benefit of Academic Staff Association and GPRC
 - Ongoing

Academic Policy/Academic Council

- The Academic Division systematically reviews and revises policy
 - Ongoing

High School Summit

- Revitalize and continue involvement with this group
 - Ongoing

Strategic Enrolment and Retention Committee

- The Academic and External Relations Divisions continue to work together to identify and implement strategies to increase enrolment and retention
 - Ongoing

Students' Association (SAGPRC)

- Continue to work with Students' Association to improve services to students, processes, re/safety, and communications
 - Ongoing
- Letter of Understanding completed

Academic Division Plan - Timeline

Spring 2015	Fall 2015	Winter 2016	Spring 2016	Fall 2016	Winter 2017	Spring 2017	Fall 2017	Winter 2018	Spring 2018	Fall 2018	Winter 2019	Spring 2019	Fall 2019
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Goals for Academics and Research Division

GPRC will attain Polytechnic University (PTU) status or the equivalent and grant degrees by spring 2019													
GPRC is PSE of choice for learners in our stewardship region	ONGOING												
GPRC provides enhanced and current academic and social supports for students	ONGOING												
GPRC academic programming is seen as exceptional by potential employers	ONGOING												
GPRC will expand Academic Division initiatives within stewardship communities	ONGOING												
GPRC boasts an responsive, innovative and profitable Continuing Education department supported by transparent and accountable processes	ONGOING												
GPRC will increase distance programming and conversion of all distance offerings to eCampusAlberta delivery													
GPRC will expand program offerings in credit and non-credit areas to Fairview and West Yellowhead	ONGOING												
GPRC will establish connections, partnerships and programming between Centre for Research & Innovation, Continuing Education and core program areas	ONGOING												
GPRC boasts an innovative, effective and well-accessed <i>Centre for Teaching and Learning</i>													
GPRC is seen as "employer of choice" by faculty and staff	ONGOING												
GPRC will increase faculty on-site PD opportunities	ONGOING												
GPRC Deans, Directors and faculty have a greater role in provincial initiatives	ONGOING												
GPRC meets regional demand for Dual Credit programming	ONGOING												
GPRC will provide B.Sc. In Human Biology (U of A)													
GPRC will provide year 2 B.Sc. in Engineering													
GPRC will provide year 1 Engineering Diploma													
Restructuring and re-instatement of TVP													
Restructuring of Fine Arts through Strategic Planning process that will see Drama and I.D.D re-instated and Art History offerings increased													

Academic Division Plan - Timeline

Spring 2015	Fall 2015	Winter 2016	Spring 2016	Fall 2016	Winter 2017	Spring 2017	Fall 2017	Winter 2018	Spring 2018	Fall 2018	Winter 2019	Spring 2019	Fall 2019
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School of Arts, Science and Upgrading

B.A. in Psychology and English													
B.Sc. in Human Biology													
B. Ed. Secondary delivery equation resolved													
Fine Arts Film Diplomas													
Restoration of Drama													
Music route - changes to Year 2 Music route to ensure program currency													
Forestry diploma + transfer route													
Engineering Technology diploma													
B.Sc. In Engineering Year 2													
B.A. in French													

School of Health, Wellness & Career Studies

New programming in Health that includes Practical Nursing and Health Care Aide													
New programming in Allied Health that includes Paramedic, Occupational Therapy Assistant Diploma, Physical Therapy Assistant Diploma, and Health Information Management Diploma													
Human Services - Seek transfer for Early Learning and Child Care and Educational Assistant programs with Mount Royal University													
Business Administration -Secure hosted MBA													
Office Administration - Revision of Certificate													
Business Administration - Add Entrepreneurial route													
Business Administration - Add Co-op course in 2nd year diploma													
Nursing - meet research capacity requirements for Canadian Association of Schools of Nursing accreditation													
Seek approval for increase of Nursing seats													
Development of Culinary Arts programming in West Yellowhead													

School of Trades, Agriculture and Environment

Trades delivery is expanded to meet regional needs													
Permaculture Certificate/Diploma													
Oil & Gas Processor Certificate													

Distance Education

Continued expansion of distance (eCampusAlberta) course development in all program areas													
Convert all distance courses to eCampusAlberta delivery													

Academic Division Plan - Timeline

Spring 2015	Fall 2015	Winter 2016	Spring 2016	Fall 2016	Winter 2017	Spring 2017	Fall 2017	Winter 2018	Spring 2018	Fall 2018	Winter 2019	Spring 2019	Fall 2019
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Continuing Education

Ensure a responsive, innovative and profitable Continuing Education Department supported by transparent and accountable processes	ONGOING
Realign and refresh both service and interest programs	ONGOING
Make connections with business and industry in our region	ONGOING
Small scale Agriculture Incubation	

Dual Credit

Signed agreements with six school divisions in north western Alberta	ONGOING
Potential agreements with seven other school divisions in development	
Course offerings to be available in most department programs	
Increase course offerings in Trades planned	

Student Experience

Policy Update Completion	
Strategic Plan Implementation	
21st century library restructuring	

Centre for Research & Innovation

Expansion of Faculty/Student involvement in Research & Innovation	ONGOING
Expansion of four large Applied Research Initiatives	
Research priorities are align with Alberta Innovates and Government of Alberta priorities	ONGOING
Research plans completed by all schools	
Expansion of Base Funding - Support for reporting, grant application, and applied research management	
Revise regional innovation services consistent with Innovation Network Model	
Implementation of related business documents	
National Bee Diagnostic Centre - Veterinary Laboratory Association of US Accreditation	

Other

Centre for Teaching and Learning	
ASA Collective Agreement	ONGOING
Academic Policy/Academic Council	ONGOING
High School Summit	ONGOING
Strategic Enrolment and Retention Committee	ONGOING

Financial Plan

Alberta's economic realities in early 2015 impacted GPRC's operational budgets through a proposed reduction in the base operating grant over the next two years. A College-wide Operational Budget Committee worked together to find the necessary cost savings to offset these reductions with as little negative impact as possible. Each decision was made keeping the future goals of GPRC firmly in sight, while strengthening the core and foundation of the institution in a way which will best prepare for change and growth. The budget approved by the GPRC Board of Governors reduced spending by \$5.2 million each year over the next three years.

An operational deficit was realized in fiscal 2014/15 and was covered by the College's unrestricted net assets. This deficit occurred due to staff layoffs and early retirement incentives that were required to reduce the ongoing expenditures to match projected revenues over the next three years. The Financial Plan for 2015/16 projects a surplus budget that will be used to replenish the amount used from the College's unrestricted net assets in the previous year to cover the operational deficit. A balanced budget is forecasted in 2016/17 and 2017/18. The ability to establish financial sustainability throughout the 3-year planning cycle reflects the collective effort of the College's Operational Budget Committee and a commitment to realistic revenue projections, cost containment, and the matching of expenditures to available funding.

The Committee includes the Executive Committee as well as all Deans and Directors, and the Business Services Manager. Guided by GPRC's Vision, Mission and Values, along with terms of reference and decision principles developed by the Committee, the group vetted numerous budget innovations, revenue generating opportunities, budget requests and proposed efficiencies through a collaborative process. Institutional priorities were identified and necessary on-going and one-time investments determined. The budget committee was strategic in its determination to make one time cuts that position GPRC well for the next two years.

The development of the 2015/16 budget and future projected budgets was based on the following factors and assumptions:

- A reduction in the base operating grant of 1.4% for 2015/16, or \$589,000, and 2.4% for 2016/17, or \$1,709,000, and unchanged in 2017/18
- A reduction of \$125,000 for 2015/16 in Apprenticeship funding for trades seats
- Salary merit and cost of living increases, contractual obligations, and a rise in supply costs that added substantial unfunded costs for the next three years (Estimate –approximately 2% per annum)

As a result, the College initially projected a budget impact of \$2,802,000 in 2015/16 and \$5,200,000 in 2016/17 and 2017/18, leading to a deficit position.

Achieving a Balanced Budget

To eliminate the projected budget deficit, the Committee worked collaboratively to identify cost savings and other actions that could be taken to reduce expenditures. Specific actions are outlined as follows:

Human Resource Strategies: To achieve a balanced budget, GPRC made significant staffing reductions so that investments could continue to be made in enrolment-driven student programs. Salary negotiations for the Academic Staff Association, the Employees Association and Administrative groups were completed in February and were negotiated at 2% for 2015/16 and 2016/17. GPRC's AUPE group negotiated in January and settled on 2.25% for 15/16 and 2.5% for 2016/17.

For 2015/16 through 2017/18, annual merit increases and salary benefit premium increases for staff will result in a 3% overall salary increase each annum.

Staffing Strategies: Savings were identified through workload efficiencies in the academic and administrative divisions. These were achieved through the following strategies:

- Some course section sizes have been increased, resulting in the need for fewer sections
- Some low enrolled sections were eliminated
- Two academic areas were merged to report under one Program Chair
- Some vacated tenure track positions (due to retirement, retirement incentives and separation incentives) will be replaced with sessional instructors teaching less than full time workloads due to fewer sections being offered in a number of course areas
- Each administrative area (Financial Services, Human Resources, Facilities and Operations, and Information Technology) eliminated positions which will result in reduced services and significant changes to operations

Reduced Discretionary Spending: During the 2015/16 budget process, members of the Operational Budget Committee were asked to identify discretionary savings in their respective areas. Significant reductions were made to most portfolios, primarily in the areas of marketing, financial services, information technology, and facility operations. Specific savings included reduction of electrical energy costs, reducing credit card commissions, and reducing marketing activities.

Process Improvement Strategies: To provide better service at lower cost, GPRC will continue to invest in a variety of technology initiatives such as online application and registration systems, business systems review and process automation. GPRC will continue to work towards the centralization of administration and services to achieve consistency of practice, fiscal efficiency, and institutional productivity. Program Investment/Growth: As noted, the budget process reduced expenditures to the point that some targeted investments could be made for program growth, as follows:

- Trades Programming (Heavy Equipment, Parts, Millwright, Steam-Pipe, Electrical)
- Aboriginal Programming (Aboriginal Administration Diploma)
- Strategic Enrolment and Retention Initiatives (Retention Officer, Writing, Grammar, and Science tutors).

The 2015/16 budgeted revenues and expenses are listed in Tables 1 and 2 on page 33 and 34 of this document.

Financial Sustainability

Despite the significant budget impacts projected for the planning cycle, the College has been able to produce estimated and forecasted (2015/16 and 2016/17) budget surpluses as well as a balanced budget for 2017/18. Most of these surpluses have been achieved through various cost containment strategies. In addition to these approaches, the College recognizes that revenue growth is an important element of financial sustainability. Towards this end, the College has established a committee on recruitment and enrolment to increase student numbers, as well as a committee on entrepreneurship and innovation to identify potential, new sources of revenue for GPRC. These committees, along with the expected establishment of an Asset Trust, are expected to help the College reduce its dependence on the base operating grant from the Province.

Table 1: Projected Consolidated Statement of Operations

Projected Consolidated Statement of Operations - Revenue Operating Budget Summary

		2015/16 Budget	2016/17 Forecast	2017/18 Forecast
Revenue				
Grants	Note 1	47,275,369	46,155,369	46,307,369
Tuition and Related Fees	Note 2	9,977,893	10,161,893	10,310,893
Sales, Rentals and Services	Note 3	5,254,539	5,254,539	5,254,539
Contract Programs	Note 4	1,169,550	1,169,550	1,169,550
Fundraising and Donations		1,450,000	1,450,000	1,450,000
Investments	Note 5	660,000	660,000	660,000
Amortization of Deferred Capital Assets		3,070,000	3,070,000	3,070,000
Total Revenue		68,857,351	67,921,351	68,222,351
Expense				
Salaries and Benefits	Note 6	44,505,532	45,967,532	46,768,232
Supplies and Services	Note 7	14,452,870	14,354,870	13,855,170
Amortization of Capital Expenses		5,273,000	5,273,000	5,273,000
Utilities	Note 8	1,849,121	1,849,121	1,849,121
Cost of Goods Sold	Note 9	76,829	76,829	76,829
Scholarships and Bursaries		400,000	400,000	400,000
Total Expenses		66,557,352	67,921,352	68,222,352
Surplus (Deficit)		2,300,000	0	0

NOTE 1

Base funding to decrease by 1.4% for 2015/16, 2.7% for 2016/17 and remain unchanged for 2017/18. Assumes Apprenticeship Grant decrease will continue in future years.

NOTE 2

2016/17 and 2017/18 tuition and related fees are budgeted at a 2.2% increase. Enrolment growth is projected to be static.

NOTE 3

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

NOTE 4

The cost of contract programs is projected to increase at 2.2% (CPI estimate).

NOTE 5

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

NOTE 6

Salary negotiations for all groups are forecasted at 2% per year plus merit increases for a total increase of \$1.5 million per annum.

NOTE 7

Supplies and Services are anticipated to increase by 2.2% (CPI estimate). Repairs and Maintenance are projected to increase by 2.2% (CPI estimate).

NOTE 8

Utilities are anticipated to increase by 2.2% (CPI estimate) and will be partially offset by a negotiated reduction in electrical rates.

NOTE 9

Cost of Goods Sold is projected to increase by 2.2% (CPI estimate).

Table 2: Projected Consolidated Statement of Operations

Projected Consolidated Statement of Operations - Expenditures Operating Budget Summary

		2014/15 Budget	2015/16 Forecast	2016/17 Forecast
Revenue				
Government of Alberta Grants	Note 1	48,134,763	47,014,763	47,166,763
Federal and Other Government Grants		2,057,106	2,057,106	2,057,106
Student Tuition and Fees	Note 2	9,977,893	10,161,893	10,310,893
Sales of Services and Products		6,424,089	6,424,089	6,424,089
Donations and Other Contributions		1,603,500	1,603,500	1,603,500
Investment Income		660,000	660,000	660,000
Total Revenue		68,857,351	67,921,351	68,222,351
Expense				
Instruction		28,961,042	29,597,200	29,946,111
Academic and Student Support		9,491,066	9,601,547	9,215,036
Facilities Operations and Maintenance		11,267,695	11,515,201	11,650,950
Institutional Support		8,947,797	9,144,345	9,252,144
Ancillary Services		4,599,345	4,700,374	4,755,785
Sponsored Research		1,653,523	1,689,844	1,709,765
Special Purpose and Trust		1,636,883	1,672,839	1,692,559
Total Expenses		66,557,351	67,921,350	68,222,350
Surplus (Deficit)		2,300,000	0	0

TUITION PROJECTIONS

GPRC's tuition fees are set in accordance within the guidelines of the Provincial Tuition Fee Policy. To meet the recommendations of the Affordability Framework for Post-Secondary Education, the provincial government has committed to making post-secondary education more affordable by limiting tuition increases to the Alberta Consumer Price Index.

Some programs offered at Fairview Campus have a per-program tuition rather than the traditional three credit course tuition fee; these include trade and apprenticeship programs. These programs will bring in additional revenue that cannot be represented on a per course basis. As a result, the programs are represented by a course tuition fee that differs between some specialty trade and apprenticeship programs.

The table below presents GPRC's tuition fee schedule for the next three academic years with tuition rates for trade and apprenticeship programs located under the cost-per-three credit course at the Grande Prairie campus.

GPRC has applied a 2.2% increase on programming for 2015/16 and anticipates the same for the 2016/17 and 2017/18 academic years.

TABLE 3: Tuition Fee Schedule 2014/15 to 2017/18

Credential	2014/15 Current	2015/16	2016/17	2017/18
Tuition per 3-Credit Course (\$)	347.88	355.56	373.34	392.00
Full year program tuition trade/technical training (\$)	\$3,700-\$7,100	\$3,800-\$7,100	\$4,000-\$7,100	\$4,100-\$7,500

NOTE: Select specialty trade programs can vary in price (higher and lower); the given price is a common procedure for the majority of Fairview Campus's full year two semester programs

Internationalization

GPRC is currently in the process of developing an International strategy with a planned completion date of January, 2016. Annually, GPRC welcomes approximately 45 students from approximately 24 countries. These students register in a variety of GPRC programs including Bachelor of Arts, Bachelor of Commerce, and Nursing. In May of 2015 GPRC entered into a partnership with GPPSD that will see approximately 28 international students attending GPPSD schools enter GPRC in the fall of 2020.

GPRC is in the nascent stages of establishing an agreement with Holmesglen Institute School of Nursing in Melbourne, Australia. Like GPRC, Holmesglen Institute is a College that is locating its Health programming, including its baccalaureate nursing programming, in a hospital. It is hoped that this partnership will, in the future, result in joint research, faculty and student exchanges, and other collaborations beneficial to both institutions.

Human Resources Plan

As noted in the Strategic Direction of the College, GPRC is strongly committed to a culture of engagement, innovation and excellence. Several performance measures track the College's achievements towards these goals. In support of this culture, the College is transitioning Human Resources services from a transactional-based model to a strategic, collaborative and service-based standard. This shift strengthens the linkages between HR management and the College's strategic goals, and ensure that HR decisions support the future direction of GPRC.

In 2015/16, the College will undertake the following projects in support of this evolution in HR management practices:

Talent Acquisition Strategies: A new applicant tracking system will be implemented during the 2015/16 fiscal year. This system will automate most talent acquisition processes, generate workflow efficiencies, and create a robust database of qualified applicants. This will allow the Human Resources team to aggregate relevant queries and more effectively and strategically plan for the future.

Talent Management Strategies: Human Resources will continue to work with College leadership to further develop retention strategies to ensure that GPRC retains its valuable employees and that employees are recognized for their contributions. The first strategy that will receive specific attention in 2015/16 is employee

engagement. An employee engagement survey will be conducted in the fall. Results will be used to create a baseline on employee attitudes towards the College, management, and their peers. Results will also guide HR strategies and performance measures, as needed. The second strategy being concentrated on is an update of the performance management process for all administrative group employees. A new and innovative employee-led performance management model will focus on job competencies and an automated 360 degree tool.

Talent Development & Succession Planning: GPRC is committed to investing in developing its employees as educators and leaders. In conjunction with their supervisors, employees will work to create career development plans that identify future goals and direction. The College will strive to support the achievement of those goals through professional development, training and mentorship programs.

Position Control Management: The Position Control Management system created in 2014/15 will continue to be enhanced in 2015/16 to allow users to gather, analyze and generate reports more efficiently. The system integrates Human Resources information, budget and finance information and payroll data into a single, accurate and accessible data base.

Information Technology Plan

With the continuing rapid growth in the use of digital and online technologies for academic program delivery and organizational management, Information Technology at GPRC is playing an increasingly important role in achieving the College's strategic goals. IT services are focused on supporting greater access and quality for learners and generating more efficient business practices throughout the College. In response to the drop in the base operating grant for the 2015/16 fiscal year, IT was able to identify savings of more than \$320,000 for the upcoming fiscal year.

Because it is an enabling service used by all areas of the College, IT management requires a detailed understanding of the technology needs of GPRC, awareness of trends in academic program delivery that may impact IT needs, and knowledge of the latest cost-effective solutions to IT requirements. From these insights, the College's IT strategy is updated annually and implemented through a combination of key priorities and projects. Priorities are ongoing, multi-year activities that provide widespread benefits to the College, such as business process automation and standardization. Projects are specific activities of a shorter duration, often one year or less, that respond to immediate academic and business needs.

SUMMARY OF KEY PRIORITIES

The following is a list of the key IT priorities that the College will be undertaking in the 2015-18 period. A number of these continue from the previous 2014/15 fiscal year.

- Automation and standardization of organizational processes
- Updating of business applications and enhance information access and quality
- Updating of IT equipment to meet the changing requirements of faculty and staff
- Adoption of a strategic framework for information technology and implementation of appropriate IT policies to ensure the protection, security, and integrity of the College's computing resources
- Standardization of IT service levels across all campuses and learning centers
- Research and development of new learning applications that foster innovative, student-centered learning approaches

SUMMARY OF PROJECTS

In 2015/16, the following projects are being undertaken to support the strategic goals of the College.

2016/16 Projects

Estimated Budget Requirements

<p><i>Innovation and Automation:</i> Investments in automation and improvement of organizational processes continues to be made to achieve efficiencies, enhance functionality and decision making abilities, and reduce the need for additional future resources. In 2015/16 these efforts will focus on:</p> <ul style="list-style-type: none"> • Increasing online services for students • Optimization of room scheduling and utilization • Contract management system • Document management systems. 	<p>\$50,000 (estimated) Funding source: GPRC Operating Budget</p>
<p><i>Room Scheduling:</i> Effective and efficient allocation and scheduling of GPRC's classrooms is a priority for the College. An upgrade to existing scheduling software, along with a redesign of existing processes, will improve the speed and effectiveness of our room scheduling processes. Additionally, the improved processes should automate room scheduling process and improve reporting on Key Performance Indicators.</p>	<p>\$20,000 Funding source: GPRC Operating Budget</p>
<p><i>Desktop Computer Evergreening:</i> Continued investment in the scheduled replacement of end user computing equipment will ensure that College computer labs and staff/faculty offices have current computing equipment. For the next three years, part of the funding for this schedule has been transferred towards implementation of VDI,</p>	<p>\$110,000 Funding source: GPRC Capital Budget</p>
<p><i>Virtual Desktop Infrastructure:</i> Investing in Virtual Desktop Infrastructure (VDI) will reduce GPRC's long term costs associated with user desktops. By centralizing desktop resources in the data center, physical desktops can be replaced with thin-client devices, reducing the costs and maintenance requirements. VDI will also provide students with access to GPRC computing resources from their own devices, enabling increased access and functionality.</p>	<p>\$160,000 over three years Funding source: GPRC Capital Budget</p>
<p><i>Wireless Networking:</i> A new wireless network with improved capacity will ensure that students are able to access learning resources and computing services throughout College campuses and learning centers.</p>	<p>\$80,000 Funding source: GPRC Capital Budget</p>
<p><i>Infrastructure Maintenance / Evergreening:</i> Continued investment in IT infrastructure is necessary to ensure that our infrastructure is current, stable, and capable of meeting the current and future technological requirements of the College. In 2015/16, scheduled replacement of UPS, network, servers, storage, backup, and video conferencing equipment will occur.</p>	<p>\$247,500 Funding source: GPRC Capital Budget</p>
<p><i>Classroom Restoration:</i> Classroom restoration is necessary to ensure that student learning environments include current technology and teaching tools, while the College's focus on increased distance education requires learning technology that facilitates distance learning by students. Standard technology is implemented in all classrooms as they are renovated. The installation of additional document cameras, video conference equipment, and standard teaching technologies for professors, instructors and staff will increase GPRC's ability to deliver programming to geographically diverse learners. These projects are coordinated with the classroom restoration (preservation projects) noted in the capital planning section of the CIP.</p>	<p>\$115,000 Funding source: Access to the Future Funds Infrastructure Maintenance Program GPRC Operating Budget GPRC Capital Budget GPRC Unrestricted Net Assets</p>
<p><i>Health and Education Centre:</i> GPRC is being allocated 4000 square meters of space for health education programming in the new Grande Prairie Regional Hospital. IT is working with its clients to ensure that technology and library learner services at the Health and Education Centre meet College requirements.</p>	<p>TBD</p>
<p><i>Technology Governance Model:</i> Policies will be updated to industry standards for technology and technology use at GPRC. Processes and controls will be improved and formalized as part of this project, serving to maintain the confidentiality and integrity of information technology systems, and the information in them.</p>	<p>\$20,000 Funding source: GPRC Operating Budget</p>
<p><i>Change Management Processes:</i> Processes will be developed to improve internal controls and methodologies across the College for the management and approval of changes to the GPRC information technology environment.</p>	<p>\$40,000 Funding source: GPRC Operating Budget</p>

Resource Implications

Access and Quality

GPRC's strategic focus is to provide regional learners with access to quality programming; service to the stewardship region will continue to be GPRC's priority. GPRC will be entrepreneurial and innovative in partnering with industry and other post-secondary institutions to ensure the program needs of regional learners are met.

However, the current fiscal realities impact GPRC's ability to provide the required resources to accomplish these goals in the immediate future. All program expansion for the 2015/2016 academic year will be implemented utilizing current resources; some program initiatives have been deferred until funding is available.

The following initiatives are currently unfunded in the 2015/2016 fiscal year; the lack of adequate funding to provide service will impact access and quality:

- Expansion of allied health programming, particularly in the B.Sc. Nursing collaborative program
- Expansion of Trades related programming to satisfy the needs of the stewardship region
- Explore and develop new and unique approaches, courses, majors, and programs (entrepreneurship) suited to regional demand, emerging interests, and College resources
- Disability services' funding that is in alignment with demand
- Expansion of lights-on funding for the Centre for Research & Innovation
- Support for Aboriginal Elder in Residence program
- Additional investment in program delivery equipment
- Additional investment in restoration of classrooms and updating of technology
- Regional Innovation Services will be curtailed – GPRC will shift from Lead Agency providing a robust suite of innovation services to becoming administrative agent for the reformed Grande Prairie Regional Innovation Network
- Pollutants to Products applied research initiative's provisional funding (NSERC) concludes November 2015 and will continue with residual funds through 2016
- National Bee Diagnostic Centre – Technology Access Centre has provisional operational funding from the National Science and Engineering Research Council until spring 2018
- Expansion of the RCMP applied research (Community Based Research); remains subject to rather than become an initiative
- Expansion and development of a robust partnership contribution towards the Evergreen Centre for Resource Excellence and Innovation

Research and Innovation

GPRC aligns its research and innovation activities with provincial priorities (as pronounced by Alberta Innovates). GPRC's Centre for Research & Innovation (CRI) is fiscally challenged to remain the regional leader in both applied research and innovation. GPRC's research and innovation plan remains relatively unchanged related to focus. Collaboration with other institutions for research and innovation remains the College's top priority. Faculty and students are actively engaged in a variety of research projects. GPRC continues to allocate some base-grant-funds to meet core operational and applied research activity costs; however, funding will be insufficient to enable GPRC to remain a Top 20 College for applied research. GPRC-CRI will continue to apply for a variety of grants that will assist in funding both research and innovation initiatives.

GPRC-CRI will shift from a lead role for essential regional innovation services previously to an administrative agent role for the reformed Grande Prairie Regional Innovation Network. These services will also be financially supported by regional municipalities. GPRC-CRI will work in alignment with the AITF funded Technology Development Advisor to provide services to an increasing number of regional innovators and inventors.

GPRC remains both Tri-Council (NSERC, SSHRC, and CHIR) and Canadian Foundation for Innovation (CFI) approved. GPRC-CRI has secured Natural Science and Engineering Research Council (NSERC) funds for its Pollutants to Products (P2P) initiative, and the National Bee Diagnostic Centre Technology Access Centre (NBDC-TAC). These grants involve industry partners and significant contributions of cash and in kind. This year will see the P2P initiative complete its core funding agreement with NSERC. It will then shift to the use of residual funds to focus on its micro-algae initiative. P2P is actively seeking additional industry and grant investments to commercialize its microalgae photo-bioreactor (PBR) and its suspended solids ideas.

Current Research Priorities and Anticipated Resource Requirements

Pollutants to Products (P2P): The leader of the micro-algae research project conducts continuous evaluation of the capacity of current funding to meet project research potential. Anticipated resource requirements to commercialize the bio-reactor include additional equipment to develop micro-algae production and packaging equipment for shipping directly to sales (food or feed) or further processing (refining). The CRI will continue to pursue external funding through its research partnerships (e.g. the Alberta Rural Organic Waste to Resources Network). To further the P2P initiative, GPRC will use residual funds and existing staff to advance the micro-algae research of the initiative. GPRC will also submit proposals to NSERC's CCI, Idea to Innovation, and Applied Research and Development programs in order to advance the commercialization of its micro-algae and suspended solids intellectual property in conjunction with industry partners.

National Bee Diagnostic Centre (NBDC) - Technology Access Centre (TAC): Operating within the Memorandum of Understanding with the Agriculture & Agri-Food Canada (AAFC) Beaverlodge Research Farm (BRF), NBDC began providing diagnostic services to industry in April 2013. Diagnostic services have expanded exponentially since operations began (1500 in 2013-2014; 6000 in 2014-2015; 15000 predicted for 2015-2016).

GPRC NSERC funded Technology Access Grant has continued to expand its applied research involvement (now over 10 projects with 6 academic and industry partners). Technology development will continue in conjunction with the AITF TDA. The Centre will require additional operational funding to enable the Applied Scientist/Manager to expand this important Regional and National Technology Access Centre (TAC) into the National Diagnostic Laboratory that was originally envisioned. It is also receiving attention internationally.

Staff complement is now 5 FTE and with GPRC faculty researchers (2), students (2+) and casual contract staff they have outgrown their space which was designed for three. In the next two to three years, the NBDC-TAC will pursue a CFI grant with Alberta Research Capacity Program matching funds. It is significant to note that NSERC funding of the NBDC expires in spring 2018. The CRI continues to work towards the development of a commercialization framework that will allow the responsive, effective commercialization of GPRC research.

Emergent Research Opportunities (Non Prioritized)

Nursing: The Nursing department continues to implement its scholarship plan which includes Applied Research priorities developed in conjunction with regional Alberta Health Services. Future research funding and support needs will emerge as projects are identified.

Evergreen Centre for Resource Excellence and Innovation: GPRC will continue with its informal partnership with The Evergreen Centre located in the County of Grande Prairie. This community based initiative is focused on environmentally friendly resource extraction practices.

Community Based Research: GPRC continues to expand its applied research project, in collaboration with the local RCMP detachment, related to policing, crime-prevention, and the emergent Police and Crisis Team (PACT) Evaluation Project.

Animal Based Research: The College is still open to revitalizing large animal (cattle, sheep, and equine) activity at its Fairview Campus in partnership with Agriculture & Agri-Food Canada and or regional applied research associations as funds emerge.

Capital Plan

The 2015/16 capital budget built on planning initiatives from past years and forecasts short-term and long-term capital needs, while ensuring that capital priorities align with the strategic goals and objectives of the Comprehensive Institutional Plan.

As part of long-term capital planning, the College has identified the need to update master plans for each campus and to integrate the results of these updates into the College-wide, multi-year capital plan. Included in this planning will be an analysis of the impact to the Grande Prairie campus of the addition of new classroom space at the Grande Prairie Regional Hospital, and the resulting opportunities for classroom and program realignment, service enhancements, and improved efficiencies. This work will be undertaken in 2015/16, with \$500,000 budgeted to this task. Funding will come from GPRC Unrestricted Net Assets, or other sources, if available. The updated comprehensive capital plan will establish capital priorities for the next 5 to 10 years.

As in past years, GPRC remains committed to providing students with the equipment and facilities that reflect the current standards in their field of employment. In 2015/16, \$1.3 million will be directed towards purchasing new equipment, in nursing, science, and trade & technology program areas. Combined with the Information Technology Plan, these investments will ensure that the College continues to use modern technology and deliver high levels of service to students.

In terms of facilities, the capital projects proposed for 2015/16 are categorized, as follows, by New, Expansion, and Preservation project areas.

NEW PRIORITY FACILITY DEVELOPMENT PROJECTS

The following three projects reflect the College's on-going commitment to the delivery of programming that remains relevant to the needs of students in the region, provides accessible resources to local residents, and supports the economic well-being of the stewardship region.

Health and Education Centre

Status: Priority 1
Budget: \$621 million
Estimated completion: 2018
Funding: Government of Alberta
Primary goal: Contribution to the quality of life and economic growth of the stewardship region

Description: In 2015/16 the College will continue to work with Alberta Infrastructure, Alberta Health Services, and Alberta Health and Wellness in the development of the Grande Prairie Regional Hospital.

Situated on 30 acres adjacent to the Grande Prairie campus, the hospital will ensure continued access to health services, quality care and education to the residents of northwest Alberta. Completion is projected for 2018 and is one of the major objectives of the Government of Alberta, as outlined in its 2020 long-term capital plan. The College has been allocated approximately 4,000 square meters of education space in the new hospital that will be used to house the health-related programs and provide quality educational space for healthcare students.

West Yellowhead – Space Expansion

Status: Priority 2
Budget: \$100,000 for functional review and TBD for space expansion
Estimated completion: 2017
Funding: Unrestricted Net Assets for functional review and TBD for space expansion
Primary goal: Quality and responsive education and student support programs

Description: In 2015/16 the College plans to complete a functional review of space needs in the West Yellowhead region, including Hinton, Edson, and Jasper. This review will be used as the basis for updating the capital program for these campuses. Current space in West Yellowhead is not projected to meet long-term planning projections and all facilities require updated videoconferencing facilities to better serve students. The functional review will examine the feasibility of a hospitality and culinary campus in Jasper that will complement the hospitality and tourism industry in Jasper and enhance the region as an international destination. The facility in Hinton will be part of the functional review as the current leased space is not completely wheelchair accessible, and the functionality of the building hinders program expansion. However, GPRC has received commitments from the GOA and ESRD to provide a suitable space in the region for further GPRC programming. The College's functional review will examine options for resolving these issues, including partnerships to collaboratively plan and secure new facilities that will meet the educational and training needs of the region.

Centre of Excellence for Abilities (Fairview Campus)(Trans-Vocational Program)

Status: Priority 3
Budget: \$100,000 for functional review and TBD for space expansion
Estimated completion: TBD
Funding: TBD
Primary goal: Contribution to the Quality of Life, and quality and responsive education and student support programs

Description: It is GPRC's intent to re-instate this programming of the curricula and funding as well as an extensive consultation process with stakeholders including learners, government, and collaborating institutions.

EXPANSION PRIORITY PROJECTS

The projects in this section ensure program and service delivery functions adapt to the changing and growing needs of the region. These initiatives are also designed to assist GPRC in sustaining the fiscal and environmental health of the College. In addition to the priority projects listed, a request for government approval for the creation of an Asset Trust is expected to be completed in 2015/16. The Trust would manage surplus lands and other assets of the College for the purposes of generating new, sustainable revenues for GPRC as well as offering new services to the community that the College could not otherwise afford through current funding models.

Power Engineering Boiler Upgrade

Status: Priority 1
Budget: \$730,000
Estimated completion: Spring 2016
Funding: Western Economic Diversification and GPRC Unrestricted Net Assets
Primary goal: Quality and responsiveness education and student support programs

Description: The project will upgrade the Fairview boiler lab to a 3rd class plant status and provide the College with an Alberta Boiler Safety Association certified power laboratory. This will give students access to a higher quality learning experience and certified steam time for the Power Engineering program. Enhancements include steam turbines, power generation, synchronizing components, refrigeration equipment, and stand-by generators with automatic switch gears.

Expansion of a Student Learning Centre within Library Services

Status: Priority 2
Budget: \$3.5 million
Estimated completion: 2018
Funding: TBD
Primary goal: Quality and responsive education and student support programs

Description: This project will improve services through repurposing space next to the library and establishing a student learning centre with the library that will enable students to receive quality tutoring, attend drop-in sessions, learn study skills, and receive online and research help for their individual studies.

Motorcycle Centre of Excellence

Status: Priority 3
Budget: \$10 million
Estimated completion: TBD
Funding: TBD
Primary goal: Quality and responsive education and student support programs

Description: Apprenticeship-related training programs have been experiencing increasing enrolment in recent years. To service this growing need, the project will add 2,500 square meters of space to the Trev Deeley building on the Fairview campus. The resulting "centre of excellence" will be an all-inclusive facility that increases technician capacity and facilitates collaboration with industry with shared workspace containing dynamometer rooms, tool rooms, shop space and classrooms.

PRESERVATION AND INFRASTRUCTURE MAINTENANCE PROJECTS

Infrastructure Maintenance

Status: Priority - Ongoing
Estimated cost: \$1.7 million
Estimated completion: 2015/16
Funding: Alberta Innovation & Advanced Education
Primary goal: Health, safety, and preservation of assets
In 2015/16, the College plans to continue directing significant funding from the Infrastructure Maintenance Program towards the preservation of capital assets. This program is directed by a rolling five-year plan, with funding projected in the range of \$1.5 million to \$2 million annually.

These projects include:

- \$200,000 invested during the fiscal year, as part of a continuing program to address deficiencies in keys and locks, and card access at the College
- \$750,000 over the next two years for roof repairs and maintenance
- \$100,000 expensed during the fiscal year to continue the Building Automation Project on the Fairview campus

Other preservation projects being considered include updating and repairing student residences and restoring the atrium on the Fairview campus. The College is also reviewing action plans to deal with aging flooring, doors, and windows. The College will also examine restoration of the Douglas J. Cardinal Theatre and the C-Wing theatre concourse in Grande Prairie and seek opportunities for community funding for these projects.

Priority preservation projects are listed below.

Preservation of Grande Prairie Campus Crawl Space

Status: Priority 1

Estimated cost: \$2.6 million

Estimated completion: 2015/16

Funding: Alberta Innovation & Advanced Education

Primary goal: Health and safety

Description: The project involves completing work to ensure that the foundation of the main campus building will remain structurally sound for the foreseeable future. Previous work involved re-grading, and installing new weeping tile and drainage systems and sump pumps. An engineered solution was then provided to remediate the space.

Classroom Restoration

Status: Priority 2

Budget: \$200,000

Estimated completion: Ongoing

Funding: Access to the Future Funds, GPRC Unrestricted Net Assets and Infrastructure Maintenance Program

Primary goal: Quality and responsive education and student support programs

Description: In 2015/16, the College will continue to upgrade classrooms as part of a long-term commitment to providing flexible, inviting and technologically integrated learning environments. Installing additional document cameras, video conference capability in classrooms, and related teaching technologies will improve the classroom experience, as well as increase access to distance education.

Chiller

Status: Priority 3

Budget: \$750,000

Estimated completion: 2015/16

Funding: Infrastructure Maintenance Program

Primary goal: Health & safety/ Provide comfort and appropriate indoor air quality

Description: The College's current chiller ceased to be functional in early 2015 and the College has been forced to rent a chiller on a temporary basis which is not economically feasible long-term. The project will replace the aged and compromised chiller unit that supplies air conditioning services to the Douglas J Cardinal Building in Grande Prairie. The new unit will provide additional cooling capacity, better air quality and humidity control and increased reliability of service for the next 25 to 30 years.

Science Wing Modernization

Status: Priority 4

Budget: \$4 million

Estimated completion: 2019

Funding: GPRC Unrestricted Net Assets, Alberta and Federal Government grant ask, and IMP

Primary goal: Quality and responsive education and student support programs

Description: In 2015/16, the College will continue the program to modernize the Science Wing labs on the Grande Prairie campus to required research and degree delivery standards. Planned improvements include new cabinetry, fume hoods, mechanical and electrical upgrades, and new equipment. These improvements will provide students and faculty with an environment that supports high quality learning and meet the requirements set by our degree-granting partners. The program is expected to continue in future years.

Animal Health Building Restoration

Status: Priority 5

Budget: \$900,000

Estimated completion: 2017

Funding: GPRC Unrestricted Net Assets

Primary goal: Quality and responsive education and student support programs

Description: In 2015/16 this project, which started in 2011, will continue the complete restoration of the Fairview Animal Health building. In previous years the building envelope was fully restored, the interior modernized, the surgical and clinical space upgraded, and the mechanical system refurbished. When completed, the restored building will provide greater functionality in an accredited facility.

Student Residence Restoration

Status: Priority 6

Budget: TBD

Estimated completion: 2020

Funding: Partially GPRC Unrestricted Net Assets and TBD

Primary goal: Quality and responsive education and student support programs

Description: In 2015/16 the program to refurbish student residences on the Fairview campus will continue. Many of these buildings are dated and in need of extensive repair, requiring a multi-year commitment of funding.

Emergency Preparedness

Status: Priority 7

Budget: \$2.5 million

Estimated completion: 2020

Funding: TBD

Primary goal: Health and safety

Description: GPRC currently does not have a methodology of communication to staff and students during an emergency. College campuses require additional technology to provide mass communication in emergency situations to all areas on campus. In 2015/16, work will continue to address this shortcoming, as well as to install new security surveillance equipment, enhanced exterior lighting, increased electronic card access, and other mass communication technology.

Decant Douglas J Cardinal Building

Status: Priority 8

Budget: TBD

Estimated completion: 2017/18

Funding: TBD

Primary goal: Quality and responsive education and student support programs

Description: The completion of the Health and Education Centre will result in vacated space in the Douglas J Cardinal building. This will present GPRC with the opportunity to address current space constraints, expand high-demand programs and develop new program offerings within the region. The project will include the refinement of GPRC's academic plan to identify areas for growth and expansion in conjunction with a functional plan to develop space requirements supporting program needs. The planning phase of project will commence in 2015/16 with execution to follow upon completion of the Health Education Centre. This project will include improving space and services for Continuing Education as well as the Centre for Research and Innovation.

Grande Prairie Regional College Capital Plan

	2015/16	2016/17	2017/18	TOTAL
New Priority Facility Development Projects				
Health and Education Centre ¹	620,000,000			620,000,000
West Yellowhead Space Expansion ²	100,000	TBD	TBD	TBD
Centre of Excellence for Abilities ³	100,000	TBD	TBD	TBD
Expansion Priority Projects				
Power Engineering Boiler Upgrade	730,000			730,000
Expansion of Learning Centre	500,00	2,500,000	500,00	3,500,000
Motorcycle Centre of Excellence ⁴				
Preservation and Infrastructure Maintenance Projects				
Infrastructure Maintenance	1,700,000	1,700,000	1,700,000	5,100,000
Grande Prairie Crawl Space	2,600,000	-	-	2,600,000
Classroom Restoration	200,000	-	-	200,000
Chiller	750,000	-	-	750,000
Science Wing Modernization	100,000	2,500,000	1,400,000	4,000,000
Animal Health Building Restoration ⁵	230,000	150,000	-	900,000
Student Residence Restoration	TBD	TBD	TBD	TBD
Emergency Preparedness ⁶	500,000	500,000	500,000	2,500,000
Decant Douglas J Cardinal Building ⁷	100,000	TBD	TBD	TBD
Total ⁸	7,610,000	7,650,000	4,400,000	30,880,000

1: Total budget for Health and Education Centre; estimated opening in 2018.

2: Stated amount for planning; capital costs TBD.

3: Stated amount for planning; capital costs TBD.

4: Projected annual costs to be developed following sourcing of funding.

5: Project total includes spending from previous years.

6: Project completion is targeted for 2020 with annual expenditures budgeted at \$500,000.

7: Stated amount for planning; capital costs TBD.

8: Excludes Health and Education Centre.

Enterprise Risk Management Plan

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

The College established an ERM department in 2013/14 to lead efforts to assess and mitigate risk. In 2015/16, the department will include matrix reporting to a Senior Director to create synergy with other departments and increase the scope of the ERM program.

Currently, the objectives of the ERM plan are to:

- Establish structured processes for identifying, assessing and managing the College's strategic, governance, financial and operational risks
- Establish a system of risk oversight, managing, and addressing risks
- Support the process of reporting on all risks to key decision makers within the College
- Support the culture of risk management throughout the College

In support of the ERM plan, a risk register has been created to categorize and track inherent and residual risks as well as the mitigating controls for each risk. Evaluation and reports on new or existing risks, as well as the respective risk treatments will be provided to the Executive Team and the Board of Governors. GPRC has also created a "risk universe". This universe divides identified risks and their corresponding risk treatments/mitigating strategies into the following categories:

- Strategic and governance relationships, reputation and culture
- Financial management and reporting (includes business environment)
- Academic programs (includes students)
- People (human resources)
- Processes and materials
- Technology and equipment
- Regulatory and legislative compliance
- Health, safety and security
- Environmental
- Property and buildings
- Project management, suppliers and contractors
- Emergency response

Specific projects in 2015/16 include:

- Refining GPRC's legislative compliance monitoring systems to create better understanding of legislation and how it affects the College (The new system will also identify specific areas within legislation that are relevant to the College to create more efficient compliance with regulations).
- An Administrative Policy Project whereby all administration policies are being reviewed and redeveloped to include best practices and industry standards.
- Establishing and maintaining a proactive Health and Safety Program aimed at protecting our students, staff, faculty, executive, contractors, sub-contractors, the general public, campus assets and the environment from injury and/or financial loss. The program focus will include employee education, orientation and training; hazard identification, assessment and control; worksite inspections; health and safety promotion; and event tracking and investigations (near miss, incident and accident).
- Identifying capital risks and tying the capital plan allocations to the risk register.
- Developing a documented and measured project methodology for approving, monitoring, mitigating risk and delivering projects for the college within the ERM framework.
- Following up on the recommendations from an independent safety and security audit. Key findings and high priority recommendations identified in the audit are viewed as integral to the strengthening of GPRC's safety and security program. From this audit, security enhancement initiatives are being implemented.
- Updating the Emergency Management Program. Further training and orientation is planned. An emergency response plan for an active threat on campus are being re-evaluated and improved to reflect best practices. Robbery prevention and education programs are also being provided to frontline staff. GPRC's emergency notification system and crisis communication plan are being reviewed and improved.
- Improving partnerships with local emergency responders. The partnerships will focus on prevention, not just reaction, to local community issues. Reflecting on GPRC's Vision and Mission, the College has the opportunity to act as a focal point to generate education and training opportunities geared towards first responder members. These partnerships also establishes opportunities for research projects with the RCMP which will contribute toward community policing initiatives and initiatives in public safety.

Appendix I

COLLABORATIONS AND PARTNERSHIPS

In response to industry and student demand, GPRC has entered into the following collaborative agreements with other institutions, industries and organizations. Through these agreements, the College has increased access and educational opportunities for regional learners.

ACADEMIC COLLABORATIONS AND PARTNERSHIPS

GPRC is an active and committed partner in Campus Alberta. Through partnerships with degree granting institutions, the College currently offers regional learners degree completion in 10 disciplines. GPRC also provides Northern Lakes College with space to administer their Licensed Practical Nursing program at the Grande Prairie Campus.

Athabasca University

- Collaborative Bachelor of Commerce degree
- GPRC Animal Health Technology Diploma to Athabasca for 60 credits towards BSc (Post-Diploma).
- GPRC Business Administration Diploma (Marketing major) Athabasca 60 credits toward 3 or 4 year B.Mgmt 3 (Post Diploma).
- GPRC Business Administration Diploma (Marketing major) Athabasca 60 credits toward 4 year B.Comm. (Post Diploma).
- GPRC Business Administration General Diploma.
- 60 credits toward 3 or 4 year B.Mgmt (Post Diploma).
- Block transfer of 60 credits towards Bachelor of Music.
- Block transfer of 60 credits towards Bachelor of Science (Biology).
- 60 credits toward 4 year B.Comm. (Post Diploma).
- GPRC Business Administration Diploma (Financial Services major) Athabasca 60 credits toward 3 or 4 year B.Mgmt (Post Diploma).
- GPRC Business Administration Diploma (Financial Services major) Athabasca 60 credits toward 4 year B.Comm. (Post Diploma).
- GPRC Business Administration Diploma (Accounting major) Athabasca 60 credits toward 4 year B.Comm. (Post Diploma).
- GPRC Business Administration Diploma (Accounting major) Athabasca 60 credits toward 3 or 4 year B.Mgmt (Post Diploma).
- GPRC Computer Systems Technology Diploma Athabasca up to 90 credits towards BSc-Computer Information Systems (CIS) (Collaboration Agreement).
- Power Engineering 4th Class - Athabasca 30 credits towards
- GPRC Office Administration - Microcomputer Office Specialist Diploma Athabasca 30 credits towards BPA (Communication Studies).
- GPRC Office Administration - Legal Secretary Specialist Diploma Athabasca 30 credits towards BPA (Communication Studies).
- GPRC Early Learning and Child Care Athabasca 60 credits toward BPA (Human Services).

Concordia University College

- GPRC Business Administration Diploma (Accounting major) 60 credits toward the Bachelor of Management.
- GPRC Business Administration Diploma (Financial Services major) Concordia UC 60 credits toward the B.Mgmt.
- GPRC Business Administration Diploma (Marketing major) Concordia UC 60 credits toward the B.Mgmt.

MacEwan University

- GPRC Business diploma – entrance into Year 3 of the B.Comm. (Management Major).
- GPRC Business Administration Diploma - Marketing Major graduates will be considered for entrance into Year 3 of the B.Comm. (Management Major).
- Early Learning Child Care Diploma – graduates will be eligible for admission to Bachelor of Applied Human Services Administration program

Royal Roads University

- Block transfer of Business Admin. Diploma to B.Comm. (Entrepreneurial Mgt.)

Thompson Rivers University

- Block transfer of Business Admin. Diploma to Bachelor of Bus. Admin.

NorQuest College

- GPRC brokers the Business Administration Certificate and Diploma Program to NorQuest College. The program is delivered at NorQuest College with GPRC curriculum to service students in the Edmonton area.

Okanagan College

- Block transfer of Business Admin. Diploma to Bachelor of Bus. Admin.

University of Alberta (U of A)

- B.Ed. Elem. (Collaborative)
- B.Sc. Nursing (Collaborative)
- GPRC Animal Health Technology Diploma - Up to 30 credits towards the BSc Animal Health or the BSc Agriculture (Animal Science major).
- Augustana – Block Transfer to B.A. Music
- Augustana – Block Transfer to B.Sc. Biology
- Augustana – Block Transfer to B.Sc. Psychology or B.A Psychology

University of Calgary (U of C)

- Master of Social Work (Hosted)
- GPRC Diploma programs. Graduates of 2-year diploma programs will be awarded up to 5 full course junior open options.

University of Lethbridge (U of L)

- GPRC Visual Arts Diploma Graduates may be admitted to 20 course Post-Diploma BFA (Art), 20 course Post-Diploma BFA (Multidisciplinary), or 35 course Pre-Post Diploma BFA (Art/B.Ed.).
- GPRC Business Administration Diploma (Accounting major). U of L graduates may be admitted to 20 course (60 credit hours) Post-Diploma B.Mgmt.
- GPRC Business Administration Diploma (Financial Services major). U of L graduates may be admitted to 20 course (60 credit hours) Post-Diploma B.Mgmt.
- GPRC Business Administration General Diploma. U of L graduates may be admitted to 20 course (60 credit hours) Post-Diploma B.Mgmt.
- GPRC Computer Systems Technology Diploma. U of L graduates may be admitted to 20 course (60 credit hours) Post-Diploma B.Sc. (Computer Science).
- GPRC Business Administration Diploma (Marketing major). Graduates may be admitted to 20 courses (60 credit hours) Post-Diploma Bachelor of Mgmt.
- Graduates may be admitted to 20 course Post-Diploma BFA (Art), 20 course Post-Diploma BFA (Multidisciplinary), or 35 course Pre-Post Diploma BFA (Art)/B.Ed.
- GPRC Music Diploma. Graduates may be admitted to 20 course Post-Diploma BMus, 20 course Post-Diploma BFA (Multidisciplinary), or 35 course Pre-Post-Diploma BMus/B.Ed.
- GPRC Animal Health Technology Diploma. Graduates may be admitted to 20 course (60 credit hours) Post Diploma BA or BSc (Agricultural Studies).
- GPRC Computer Science Technology – graduates may be admitted to 25 courses (75 credit hours) post-diploma B. Management.

Griffith University (Australia)

- Business Administration (E-Commerce and Marketing graduates) – 120CP towards a 3-year Bachelor of Business program (Gold Coast and Nathan)
- Business Administration (Financial Services and Accounting graduates) -120CP towards a 3-year Bachelor of Commerce program (Gold Coast and Nathan)
- Computer Systems Technology graduates – 120CP towards a 3-year Bachelor of Information Technology program (Gold Coast and Nathan)
- Disability and Community Support graduates – 120CP towards a 3-year Bachelor of Human Services program (Logan and Gold Coast)

- Early Learning and Child Care graduates – 120CP towards a 3-year Bachelor of Arts (1021) program (Nathan)
- Hospitality and Tourism graduates – 120CP towards a 3-year Bachelor of International Tourism and Hotel Management program (Gold Coast and Nathan)
- Music Diploma Acoustic specialization graduates – 80CP towards a 4-year Bachelor of Music program or 80CP towards a 3-year Bachelor of Music Studies program (South Bank)
- Social Work University Transfer, Bachelor of Arts graduates – 120CP towards a 4-year Bachelor of Social Work program (Gold Coast and Logan)
- Visual Arts graduates – 80CP towards a 3-year Bachelor of Fine Art program (South Bank)
- Bachelor of Fine Arts University Transfer program graduates – 80CP towards a 3-year Bachelor of Fine Art (South Bank)
- Bachelor of Music University Transfer program graduates – 80CP towards a 4-year Bachelor of Music program or 80CP towards a 3-year Bachelor of Music Studies program (South Bank)
- Bachelor of Science Computing and Information Systems or Computer Science Yrs. 1 + 2 graduates – 120CP towards a 3-year Bachelor of Information Technology program (Gold Coast and Nathan)
- Bachelor of Science in Natural Resources Management Transfer major in Wildlife and Fisheries Yrs. 1 + 2 – 160CP towards a 3-year Bachelor of Science (Environment) program (Nathan)

Notes:

Griffith University has the following campuses:

- Gold Coast
- Logan
- Mt. Gravatt
- Nathan
- South Bank

CP = Credit Points (80CP is the equivalent of a full-time year of study)

COLLABORATIONS IN DEVELOPMENT

MacEwan University

- The College has signed a block transfer MOU with Grant MacEwan establishing block transfer of Arts programs. GPRC and MacEwan are currently working towards the establishment of Bachelor of Arts (Psychology) degree completion at GPRC in Grande Prairie.

Mount Royal University

- GPRC has signed an MOU with MRU to explore block transfer and degree completion opportunities on the GP campus.

University of Alberta

- GPRC is in discussions with the University of Alberta regarding a potential international education partnership, a potential Bachelor of Science (Health), and opportunities for maintaining the current “pilot” Bachelor of Education (Secondary).

INDUSTRY PARTNERSHIPS

Harley-Davidson®

- The College offers the only authorized training centre in Canada for Harley-Davidson® motorcycles at the Fairview Campus. GPRC is currently working with industry representatives from a variety of companies to explore the viability of establishing a “Motorcycle Centre of Excellence” on GPRC’s Fairview campus.

Finning

- The ThinkBIG Service Technician program is the result of a unique partnership between GPRC, Caterpillar, the world leader in the manufacture of heavy equipment, and Finning, Caterpillar’s largest dealership worldwide. The College is the first post-secondary institution to offer this globally recognized training and custom-formulated to meet the Alberta Apprenticeship Examination requirements.

Northern Alberta Development Council

- GPRC continues to partner with the Northern Alberta Development Council (NADC) on a number of initiatives including the Student Mentor Program and the Labour Market Information Clearinghouse, a collaboration of northern colleges formed to facilitate research that can be used in proposals for new programs.

COLLEGE SERVICES COLLABORATIONS AND PARTNERSHIPS

- GPRC collaborates with other Public Post-Secondary Institutes and colleges in the advancement of Applied Research and Innovation capacity within their respective college and communities. GPRC is also active at the National level (College and Institutes Canada).
- Through a partnership between the College and the Alberta Sport Recreation, Parks and Wildlife Foundation, the Alberta Sports Development Centre Northwest was established on the GP Campus. The Centre’s purpose is to provide training services to elite athletes and coaches residing in the region.
- The College has many work practicum and clinical placement partnerships within the service region, ensuring students have hands-on training within their field of study.

- The College’s partnership with Alberta Health Services offers health services to the College and the community. Alberta Infrastructure is building a new hospital which will include space for a Health and Education Centre on College land to meet the health and educational needs of our region.
- The College has various applied research partnerships with the Alberta Post-Secondary Council of Presidents. Some projects include: Microalgae study, four student mentored projects, and a climate change project.
- The College has a formal agreement (SCORES) with the school districts and the City of Grande Prairie to share services and facilities to enhance opportunities for all students. In addition, the College and the City of Grande Prairie are planning to collaborate on future initiatives.
- GPRC is working with area school districts to establish Dual Credit opportunities for regional High School students.
- GPRC and regional school districts also enjoy a strong collaborative relationship focused on increasing high school completion rates and rates of transition into post-secondary. Some initiatives of this collaboration include:
 - Grade 7 Day at GPRC (400 stewardship region students experience College for a day) 2015 is the fourth year for this program.
 - High School Summit – a tri-annual meeting between GPRC and regional K-12 leaders focused on identifying and implementing collaborative initiatives that increase High School to Post Secondary transition rates in our region.
 - GPPSD International Student Partnership – In May of 2015 GPRC entered into a partnership with GPPSD that will see approximately 28 international students attending GPPSD schools enter GPRC in the fall of 2020.
- The Centre for Research & Innovation (CRI) is the College department that leads the development of Applied Research and Innovation Capacity for the College and the Community. The Centre will provide support for: the applied research needs of the community (innovators, businesses, organizations); and, in partnership with municipal governments and economic development agencies, the innovation (technical commercialization, social innovation) needs of the community (innovators, organizations).
- GPRC partners with the Grande Prairie Friendship Centre to fund the Aboriginal Elder in Residence program which supports Aboriginal students and the on-site Grande Prairie Friendship Centre.
- GPRC is a signatory to a Memorandum of Agreement with the Alberta Friendship Centers’ Association. This Memorandum of Agreement connects GPRC on-campus Friendship Centre and its services more strongly to the provincial Association.

- GPRC is in partnership with the Philip Currie Dinosaur Museum to provide students and faculty with opportunities for paleontological research and to provide public lectures, summer camps and other educational opportunities for regional citizens.
- GPRC will continue to partner with the Beaverlodge Research Farm in order to provide research opportunities for staff and students related to beekeeping and molecular diagnostics. The National Bee Diagnostic Centre (NBDC) is located at the Beaverlodge Research Farm.
- Potential motorcycle museum in Fairview in collaboration with Alberta Tourism, Town of Fairview and GPRC
- GPRC will continue to create additional NBDC-Technology Access Centre (TAC) partnerships in order to meet the needs of the region and national beekeeping industry; and to strengthen the NBDC-TAC as the National Diagnostic Laboratory for the Beekeeping Industry.
- GPRC will continue to provide Secretariat Services in support of relevant applied research networks like the Alberta Rural Organic Waste to Energy Network (AROWRN) and the Fairview based Peace Applied Research Network (PARN).
- GPRC is actively seeking funding partnerships for the commercialization of its Intellectual Property related to its micro-algae photo-bioreactor (PBR) and recent discoveries related to separation of suspended solids.
- In partnership with the Town of Fairview, Fairview Campus operates an indoor swimming pool located on the campus. Fairview Campus also has a theatre that is used by the local community.
- In partnership with Careers The Next Generation, GPRC hosts an Aboriginal Workplace Job Shadowing program. The purpose of this partnership is to bridge the gap between employers and aboriginal workers.
- GPRC will continue to partner with the Town of Fairview, the Municipal District of Fairview, GPRC's School of Trades Agriculture and Environment and GPRC's Centre for Research & Innovation in the Peace Country Unmanned Vehicle Systems initiative.
- GPRC partners with Reading University to provide over 100 "at risk in reading" Grade 3 children with access to a 3 week intensive reading program. 2015 is the fifth year of both the program and the partnership.
- The Philip J. Currie Dinosaur Museum is a Rural Alberta Development Fund (RADF) project. GPRC is responsible for the post-secondary educational goals and deliverables of the project. The partnership relates primarily to the fossil bed and geology at Pipestone Creek, and the development of a paleontology program at the College. The College continues to work with the Museum board and paleontologist to provide educational opportunities and programs to Peace region students from the kindergarten to post-secondary level.
- GPRC is building relationships with area aboriginal communities to provide post-secondary and continuing education training opportunities on reserve, allowing members who prefer to do so, to remain on reserve for their education. The College has signed a MOU with Horse Lake First Nation to offer a variety of programming on the reserve.
- The French as a Second Language partnership is between the College and the community. It involves a community resource centre as well as second language instruction at the College designed to bring the French working knowledge of teachers in the region to a higher level.
- Grande Cache Correctional Institute – GPRC delivers Trades programming at the Grande Cache Correctional Institute.
- American Animal Hospital Association (AAHA) – GPRC is completing the accreditation process to become AAHA recognized.



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