

The logo for Saskatchewan Polytechnic, featuring a stylized purple and white ribbon graphic with the text "SASKATCHEWAN POLYTECHNIC" in white capital letters on a purple rectangular background.

SASKATCHEWAN
POLYTECHNIC

STRATEGIC PLAN 2020-2025

LEADING THE RISE:

Bringing polytechnic
education to new heights



**Celebrating our
Indigenous
community**



At Saskatchewan Polytechnic, our campuses are situated on Treaty 4 and Treaty 6 territories and the traditional homeland of the Métis. We respectfully recognize the Indigenous peoples of these lands as part of our ongoing commitment to good relations and a reconciled future.

We acknowledge generations of Indigenous learners, staff, faculty and leaders as integral to our community, and are committed to Indigenization. That commitment includes holistically integrating Indigenous ways of knowing, being, teaching and learning throughout all institutional practices, procedures and services.

Learn more about our commitment at saskpolytech.ca/indigenous.

Our message from leadership

The value of a polytechnic education has never been so important. At Saskatchewan Polytechnic, we are bringing polytechnic education to new heights.

Our new strategic plan, *Leading the Rise*, sets the course for this institution's direction for 2020-2025. It is built on a commitment to ensure that our graduates receive the education and hands-on learning opportunities they require to succeed in their jobs, in their communities and in life. We know that by empowering learners to realize their career goals throughout their learning journey—a journey that will last a lifetime—we can create a better Saskatchewan and a better world.

As this strategy specifies, we are driven to define the role of polytechnic education as integral to building our collective future, earning us a reputation for leadership both in Canada and beyond.

Applied education is critical to our collective success. This success is grounded in strong institutional values, solid priorities, attainable strategic goals, and a clearly understood mission and vision. Furthermore, it is rooted in our commitment for inclusion and a steadfast pursuit of miyo wahkohtowin (the renewal of good relations) as our province and nation continues the work of Reconciliation.

Leading the Rise is all about the future.

Leading the Rise is all about the future. We will meet the needs of our stakeholders through our innovative, integrated approach to applied learning and research, led by the differentiators that set us apart:

- Employer-driven and learner focused,
- Career-ready, applied education,
- Flexible learning,
- Enhanced learner experience, and
- Globally recognized programs.

Yes, there will be challenges ahead. We are in a period of unprecedented change and disruption. At the same time, we also know there will be opportunities for success. This will require speed and the ability to pivot quickly. We must and will embrace these opportunities and strive to achieve.

We aim high. We are ambitious. We are ***Leading the Rise***.



Mitchell Holash, QC
Chair, Board of Directors



Dr. Larry Rosia
President &
Chief Executive Officer

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WHO WE ARE

A GLOBAL LEADER ON THE RISE

Applied education has never been more crucial to shaping our communities, our economies and our future.

At Saskatchewan Polytechnic, we're driven to define the role of polytechnic education as integral to building our collective future, earning us a reputation for leadership here at home, in Canada and beyond.

We understand and respond to the needs of our communities and their futures. As Saskatchewan's only polytechnic, we are passionate about creating an environment where lifelong learners gain the knowledge, skills and abilities to achieve and succeed at work, in their communities and in life. We're home to learners of all backgrounds and ages who want to build their skillset and achieve their goals.

We serve Saskatchewan through our campuses located in the province's four largest communities and through our regional college partnerships. We offer career-focused, applied education and research opportunities. And our comprehensive adult basic education, English language training and continuing education programs are accessible with or without a high school diploma.

We know that by empowering learners to realize their aspirations — wherever they are in their learning journey — we are empowering a better Saskatchewan and a better world.



AT A GLANCE

Quick facts Growing impacts

Our programs span every sector of the economy and are developed in collaboration with employers to align with their current and future needs. Combined with hands-on learning and personalized attention, graduates are set up to thrive in our rapidly evolving economic landscape.



1 in 24

Number of jobs supported by activities of Sask Polytech, its students and alumni.

Source: Emsi report

Grad employment rate:

94%

Indigenous grad employment rate:

88%

Visible minority grad employment rate:

95%

Graduates employed in Saskatchewan:

93%

Employer satisfaction rate:

94%

Graduate satisfaction rate:

92%

Source: 2018-19 Annual Report and 2018-19 Economic Impact Analysis



Inspiring lifelong success

In a time when practical knowledge and skills are so vital, we're leading the way in polytechnic education by embodying the qualities necessary to succeed, today and into the future.

We're passionate problem-solvers, dynamic adaptors, capable doers and down-to-earth knowledge sharers who embrace excellence. Our talented learners, staff, faculty and alumni have been recognized and awarded for their achievements both nationally and internationally.

At Saskatchewan Polytechnic, we meet the needs of every member of our community through our innovative, integrated approach to applied learning and research, led by our six guiding differentiators:

Employer-driven and learner focused	Our employer and industry partners play an integral role in developing our curriculum and forming learning experiences that respond to industry needs, both today and tomorrow.
Career-ready, applied education	Our learners develop the knowledge, skills and spirit they need to flourish in their jobs and to establish fulfilling, dynamic careers.
Flexible learning	No matter where a learner is on their journey, we offer programs, courses and training that are built around their needs. Learning can be delivered in-person, online, through distance education or through blended learning, a purposeful combination of face-to-face and online learning. Whether full-time or part-time, short-term or customized, achieving a new credential or skillset is always within reach.
Enhanced learner experience	Small class sizes, diverse learning methods and student-centered support services make it easier for lifelong learners to realize their aspirations. In particular, our Indigenous Student Success Strategy supports our commitment to the Truth and Reconciliation Commission of Canada's Calls to Action and the Colleges and Institutes Canada's Indigenous Education Protocol.
Globally recognized programs	Our high-quality, globally-recognized programs welcome learners from around the world and make us a first-choice polytechnic at home and abroad.

Inspired by the past Empowering the future

For more than thirty years, we've been evolving
and innovating education in Saskatchewan.
And we're just getting started.

1992 The board approved the change in name from "campus" to "institute," thereby establishing Kelsey Institute, Palliser Institute, Wascana Institute and Woodland Institute.

1992



1987 The Government of Saskatchewan announced major changes to its post-secondary educational system. Urban community colleges, the Advanced Technology Training Centre and technical/vocational institutes across Saskatchewan were quickly amalgamated.

1987

1988



SIAST

1988 The Saskatchewan Institute of Applied Science and Technology (SIAST) launched on January 1, 1988. SIAST was directed to provide adult career-related education, training and retraining at four campuses across the province.

SIAST Campus names were announced:

- Saskatoon: Kelsey Campus
- Moose Jaw: Palliser Campus
- Regina: Wascana Campus
- Prince Albert: Woodland Campus

1997 | SIAST became a unified provincial institute.

1997



2005 | The SIAST Aboriginal council was established to provide advice and recommendations to the SIAST president and CEO on strategies for the recruitment, retention and success of learners, faculty and staff of Aboriginal ancestry.

2005

2000 | The centralized SIAST Wascana Campus opened.

2000



OUR JOURNEY

2009

The Ministry of Advanced Education, Employment and Labour approved a new nursing degree program in Saskatchewan jointly offered by SIAST and the University of Regina, to begin September 2011.

The SIAST board of directors approved the Strategic Plan 2009-2019 SIAST 2.0: Defining Tomorrow.

SIAST became eligible to apply for research grants through the Natural Sciences and Engineering Research Council of Canada (NSERC).

SIAST Woodland Campus \$6.8-million, 36-unit student family housing opened.

SIAST Kelsey Ontario Avenue Centre opened. The 3,330-square-metre centre features 11 classrooms and five shops focused on paramedic and trades training.



2013

SIAST received authorization to grant its first degree, a Bachelor of Psychiatric Nursing.

SIAST and the University of Regina began work on a joint master's program – the Collaborative Nurse Practitioner program.

2013

2012

2012

SIAST celebrated the grand opening of its SIAST Kelsey Campus Mining Engineering Technology Building in Saskatoon.

SIAST joined Polytechnics Canada, an alliance of 10 research-intensive, internationally recognized post-secondary institutions committed to creating high-quality jobs for the future.

2010

2010

SIAST unveiled a five-year, \$5.5-million Aboriginal Student Achievement Plan (ASAP). The initiative was designed to enhance Aboriginal student participation and success at SIAST.

SIAST Kelsey Campus, Ave W Education Centre opened. The \$21-million, 3,150-square-metre facility accommodates programming and services for SIAST, Saskatoon Public Schools and Saskatoon Trades and Skills Centre (STSC).

2009

2008

2008

SIAST launched the Simulation Learning Centre, a \$1.05-million reality-based healthcare lab.

SIAST was tasked to improve foreign credential recognition as part of the federal \$3-million Foreign Credential Recognition Support for Labour Market Needs in Saskatchewan project.





2014

The Government of Saskatchewan proclaimed the Saskatchewan Polytechnic Act and SIAST officially relaunched as Saskatchewan Polytechnic.

2014

2015

2015

Saskatchewan Polytechnic launches the Applied Research and Scholarship Action Plan.

2016

Leveraging the new Innovative Manufacturing Centre, Saskatchewan Polytechnic launches the diploma in Innovative Manufacturing to give learners a wide range of skill-based training in all aspects of the manufacturing industry.

2016

2017

2017

Saskatchewan Polytechnic is named one of Saskatchewan's Top 100 Employers, remaining on the list for four consecutive years to 2020.

2018

Saskatchewan Polytechnic launches a new Indigenous Student Success Strategy to help meet the educational needs of our Indigenous communities and create an inclusive, welcoming place of learning.

2018

2019

2019

Saskatchewan Polytechnic receives a \$5-million gift from the Joseph A. Remai Family Foundation, the largest gift in the institution's history. In recognition of this gift, the School of Construction is now the Joseph A. Remai School of Construction.

2020

Saskatchewan Polytechnic launches the School of Continuing Education to advance professional development, corporate training and micro-credential programs.

2020



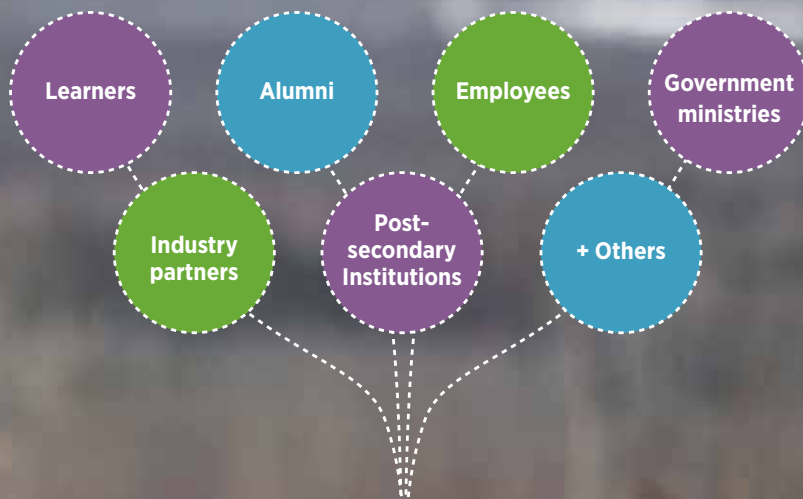
LEADING THE RISE, TOGETHER



STRATEGIC PLAN 2020-2025: OUR PROCESS

Shaping our future

OUR COMMUNITY WAS SURVEYED:



ADDITIONAL ENVIRONMENTAL SCANNING AND RESEARCH

STEERING COMMITTEE FORMED

COMMUNITY ENGAGEMENT

STRATEGIC PLAN DEVELOPED

Building our strategic plan

Our strategic planning process began in April 2019 with a survey of a diverse range of internal and external community members.

We asked questions to understand their perceptions of our strengths and weaknesses, and the opportunities and threats they felt we may face over the next five years. We sought to understand how we can and should evolve into this new decade to best meet the future needs of our broader community. The results of this survey served as groundwork for further consultation and research.

The chair of the board of directors and the president and CEO led a steering committee to build our strategy, including our new vision, mission and strategic objectives. We held town hall sessions in our four campus communities, engaged with our learners and met with external partners to ensure the plan resonated and inspired.

When the province released *Saskatchewan's Growth Plan to 2030*, adjustments were made to our strategic plan, to support the direction our community and economy are headed toward.

The result is a strategic plan grounded in our enduring values of **Respect, Integrity, Sustainability** and **Excellence**.

Why, where and how

Purpose:

We empower a better Saskatchewan.

This is **why we exist**, and the foundation upon which everything we do is built.

Saskatchewan Polytechnic is the driving force that empowers and strengthens our province in everything we do. We encourage an economically and socially stronger, more informed and better-prepared Saskatchewan. We realize opportunities for individuals (learners, staff, faculty, employers) and the collective — Saskatchewan at large. And through our leadership position in Saskatchewan, we establish our reputation nationally and around the world.

We have an ultimate reason for being, which inspires not only our vision and mission, but hopefully everyone that connects with Saskatchewan Polytechnic.



Vision:

To lead the rise of polytechnic education.

Our vision defines **where we want the strategic plan to take us.**

As we look forward to this new decade, applied education has never been more critical to our collective success, at home and around the world. Our leadership position comes from a drive to define the reputation of polytechnic education in Canada and establish its role in building a better future.

Mission:

Inspire success in every learning journey.

Our mission establishes **how we will achieve our vision.**

Saskatchewan Polytechnic is passionate about creating an environment where lifelong learners gain the knowledge, skills and abilities to achieve and succeed at work, in their communities and in life. We know that by empowering learners to realize their aspirations throughout their learning journey, we are building a better Saskatchewan and a better world.

Who we are

Our values

Our values are what **guide us**. They represent who we are and how we behave in all our actions and interactions with every member of our community. Our values haven't changed from our previous strategic plan; they're enduring because they are true to us and we're committed to them no matter the context we find ourselves in.

We engage our community with **Respect, Integrity, Sustainability** and **Excellence**. This enables us to lead the **RISE** of polytechnic education at home, in Canada and around the world.



Respect

We support every learning journey, whether for our students, colleagues or industry partners. And so we show our care for one another and our workplace. We foster an open and inclusive environment that embraces diverse cultures, heritages and opinions. We honour, learn from, work with and support each other as one team.



Integrity

We are leaders in the global polytechnic community, and as such we are honest and fair in all we do. We are committed to being accountable and transparent. We are truthful with one another. We hold ourselves to high standards of ethical behaviour and take responsibility for our actions.



Sustainability

We aim to empower a better future by leading the rise of polytechnic education. Therefore, we work, live and learn in a socially and environmentally responsible manner. We support the health, safety and overall well-being of our learners, employees and partners. We are conscientious stewards of our resources and continuously look for entrepreneurial and creative ways to strengthen and improve our institution.



Excellence

We aim to inspire success in every learning journey, which in turn inspires each of us to go above and beyond expectations to achieve the highest levels of quality — in our teaching, our programming, our learning and our services. We are able to do this by maintaining high standards, strong competencies, committed partnerships and by being responsive and accessible.



Our brand spirit

Applied passion

Our spirit **unites us in all of our actions.**

Our leading and empowering personality reflects a combination of our practical pursuit of goals through hard work and dedication, as well as the enthusiasm the possibilities of learning, knowing and doing open up to us all. It's an encouraging, positive quality that propels us onwards and upwards through every success and challenge.

How we are described by others

If we reflect our values, act with applied passion, inspire success in every learning journey and maintain our purpose of empowering a better Saskatchewan in all we do, our local and international communities will recognize us as leading the rise of polytechnic education, nationally and beyond.

Ambitious

We know that opportunities lie ahead. But these possibilities will not be realized unless we embrace them and strive to achieve more. We aim high and we are ambitious.

Committed

If ambition is plotting our course, dedication to our ambitions gets us there. In this way, we are committed.

Dynamic

We will adapt to meet and predict the evolutions in our economy and our society. Likewise, we're flexible in our approach to admissions, blended learning models and customized education to meet the needs of today's learners. We are dynamic.

Personal

We care about each and every one of our learners, our faculty and our staff. We coach, promote and empower, so that everyone is as good as they can be. We are personal.

Accountable

Learners need jobs, industry needs skilled employees, and the government needs proof that investing in us strengthens Saskatchewan. We understand our responsibility, and we will prove our worth and demonstrate clear value to every investment in us. We are accountable.

Diverse

Our campuses offer an unparalleled depth and breadth of course offerings and industry partnerships. In addition to having distinct cultural nuances, our many learners, faculty, staff and alumni have unique voices, and our ever-increasing number of learners have their own rich perspectives. We celebrate that individuality; together, we are diverse.





**miyo wahkohtowin/
good relationships**

The platform from which we rise

The Cree phrase, miyo wahkohtowin, expresses the value and positivity of interconnectedness and relationships. This worldview represents the individual and the community, and encompasses the foundation of all we do at Saskatchewan Polytechnic. The groundwork for this strategic plan is based on miyo wahkohtowin.

We honour this principle throughout every interaction, institutional practice, procedure, policy and service we provide to learners, faculty, staff, alumni and our communities. We work together to create an inclusive, collaborative and respectful environment in which everyone can grow, thrive and lift each other up.

Bringing our future into view

Our strategic themes are informed by our mission, vision and purpose and serve as guiding principles toward our future. They also provide a foundation for our strategic goals and intended results, which you'll see on the following pages.

Inspiring our future

We support transformative learning journeys through applied learning and research.

We:

- Foster a culture of creativity and thought leadership by addressing the problems of the future.
- Prepare the learners of today for success in the communities and economies of the future.
- Lead the rise of applied, career-ready education and research to drive Saskatchewan's growth and prosperity.

Investing in our future

We invest in sustainable programming, infrastructure and skills to achieve success.

We:

- Foster a sustainable future through effective stewardship of resources.
- Ensure physical and digital infrastructure support future-focused training and applied research.
- Support employees with lifelong learning and career development.

Shaping our future

We develop innovators who take on the challenges and opportunities of the future.

We:

- Empower Saskatchewan's communities to lead, thrive and grow.
- Strengthen collaboration with partners in future-focused sectors of the economy.
- Deliver innovative, market-ready solutions to employers through applied research.

Leading an inclusive future

We support a diverse and inclusive community where everyone belongs and thrives.

We:

- Recognize the interconnectedness of individuals, communities and natural systems through miyo wahkohtowin.
- Foster a learning environment that is responsive to learner needs and supports learner success.
- Take an active role in removing barriers to participation of under-represented groups.

Inspire. Invest. Shape. Lead.

Our themes work together in interconnected ways to realize our vision and ultimately empower a better Saskatchewan. These powerful tools act like a navigational point on the horizon, leading us toward our next destination.

The guide to our future

Empowering learners and employers to succeed is how we'll be able to claim that we're achieving our vision. When our learners succeed, our employers also succeed. Our strategic objectives allow us to map out tangible ways to achieve our future.



Learners and employers

OBJECTIVE	DESCRIPTION	RESULTS
Advance learner success	Learners gain the knowledge, skills and abilities to thrive at work, in their communities and in life.	<ul style="list-style-type: none"> • Increased enrolment. • Increased graduation rates. • Increased graduate employment rates.
Advance employer success	We create opportunities to empower Saskatchewan, at home and around the world.	<ul style="list-style-type: none"> • Increased collaboration with industry partners. • Programs and research meet employer needs. • Learners meet workforce demands and contribute to growth.



Enterprise stewardship

OBJECTIVE	DESCRIPTION	RESULTS
Increase and diversify revenue	We pursue alternate revenue sources.	<ul style="list-style-type: none"> • Increased non-grant revenue. • Sources of revenue are sustainable. • New revenue sources align with risk-tolerance.
Optimize and leverage resources	We foster a sustainable future through employee engagement and effective financial, infrastructure and natural environment management.	<ul style="list-style-type: none"> • Resources meet institutional needs. • Sustainability is a guiding principle in resource decision-making. • Increased engagement of faculty and staff.



Internal processes

OBJECTIVE	DESCRIPTION	RESULTS
Improve learner experience	We foster a learning environment that supports learner needs and success.	<ul style="list-style-type: none"> • Improved satisfaction with learner support services. • Improved satisfaction with learning experience.
Improve processes and services	Internal and external processes and services are clear and meet the needs of our community.	<ul style="list-style-type: none"> • Processes are clear. • Processes are evidence-based. • Processes match learner needs. • Processes instill confidence in industry and government partners.
Improve health, safety, security and wellness of our community	Saskatchewan Polytechnic is committed to supporting physical and psychological health and safety through a comprehensive and holistic approach to wellness bridged across the four dimensions of life, mind, body and community.	<ul style="list-style-type: none"> • Increased wellness of our Saskatchewan Polytechnic community. • A safe and secure learning and working environment. • Reduced numbers, severity and related impacts of health, safety and security incidents.
Grow applied research and a culture of innovation	We provide access to innovative practices and technologies to solve problems of today and tomorrow.	<ul style="list-style-type: none"> • Applied research provides value to our community and industry partners. • Opportunities for faculty to become more involved in their fields of expertise. • Opportunities for learners to develop applied research skills.
Increase academic quality and agility	We develop and adapt our programs to support needs of learners and employers locally, provincially, nationally and globally.	<ul style="list-style-type: none"> • Accessible delivery options support learner needs. • Program content empowers the province, nation and world. • Programs and courses are developed and adapted efficiently. • Strengthened collaboration with regional colleges and other post-secondary institutions enhances quality and accessible delivery.



Organizational readiness

OBJECTIVE	DESCRIPTION	RESULTS
Transform infrastructure	Our infrastructure supports learner success and responds to current and future learning needs.	<ul style="list-style-type: none"> • Digital infrastructure supports our evolving needs. • Physical environments support our evolving needs.
Increase collaboration	We meaningfully collaborate and share knowledge with internal and external community members. Employers seek us out as a partner.	<ul style="list-style-type: none"> • Increased partnerships with employers, regional colleges and other educational institutions. • Increased internal collaboration to transcend departmental barriers. • We are recognized as leaders in collaboration.
Improve inclusion	We take an active role in removing barriers to participation of under-represented groups. Spaces and practices reflect the diversity of the Saskatchewan Polytechnic community.	<ul style="list-style-type: none"> • Increased participation of under-represented groups. • Increased internationalization and Indigenization. • Increased representation of Indigenous staff, faculty, learners and management. • Increased involvement in international projects, mentorship and internship programs.
Increase technology utilization	Our employees are equipped and trained with the right technology to work effectively.	<ul style="list-style-type: none"> • Increased competency and utilization of technology. • Increased digitization through technical enhancements. • Employees leverage technology to add value and foster innovation. • New technology adoption is planned and well-communicated.
Strengthen employee development	We support our employees with lifelong learning and career development.	<ul style="list-style-type: none"> • Employee skills match current and future institutional needs. • Employees have access to numerous professional development opportunities. • Succession planning and cross-training are common practice.
Improve governance	We are transparent, ethical and accountable to our stakeholders.	<ul style="list-style-type: none"> • Governance processes demonstrate the quality and accountability of Saskatchewan Polytechnic. • Continuous improvement of policies and procedures.

Our strategic plan, simplified

Our purpose: We empower a better Saskatchewan

Our vision: To lead the rise of polytechnic education

Our mission: Inspire success in every learning journey

Our themes:



To achieve success



Learners and employers:

Advance learner success

Advance employer success

To invest in our future



Enterprise stewardship:

Increase and diversify revenue

Optimize and leverage resources

To excel in delivery



Internal processes:

Improve learner experience

Improve processes and services

Improve health, safety, security and wellness of our community

Grow applied research and a culture of innovation

Increase academic quality and agility

To empower our community



Organizational readiness:

Transform infrastructure

Increase collaboration

Improve inclusion

Increase technology utilization

Strengthen employee development

Improve governance

Platform from which we rise: miyo wahkohtowin

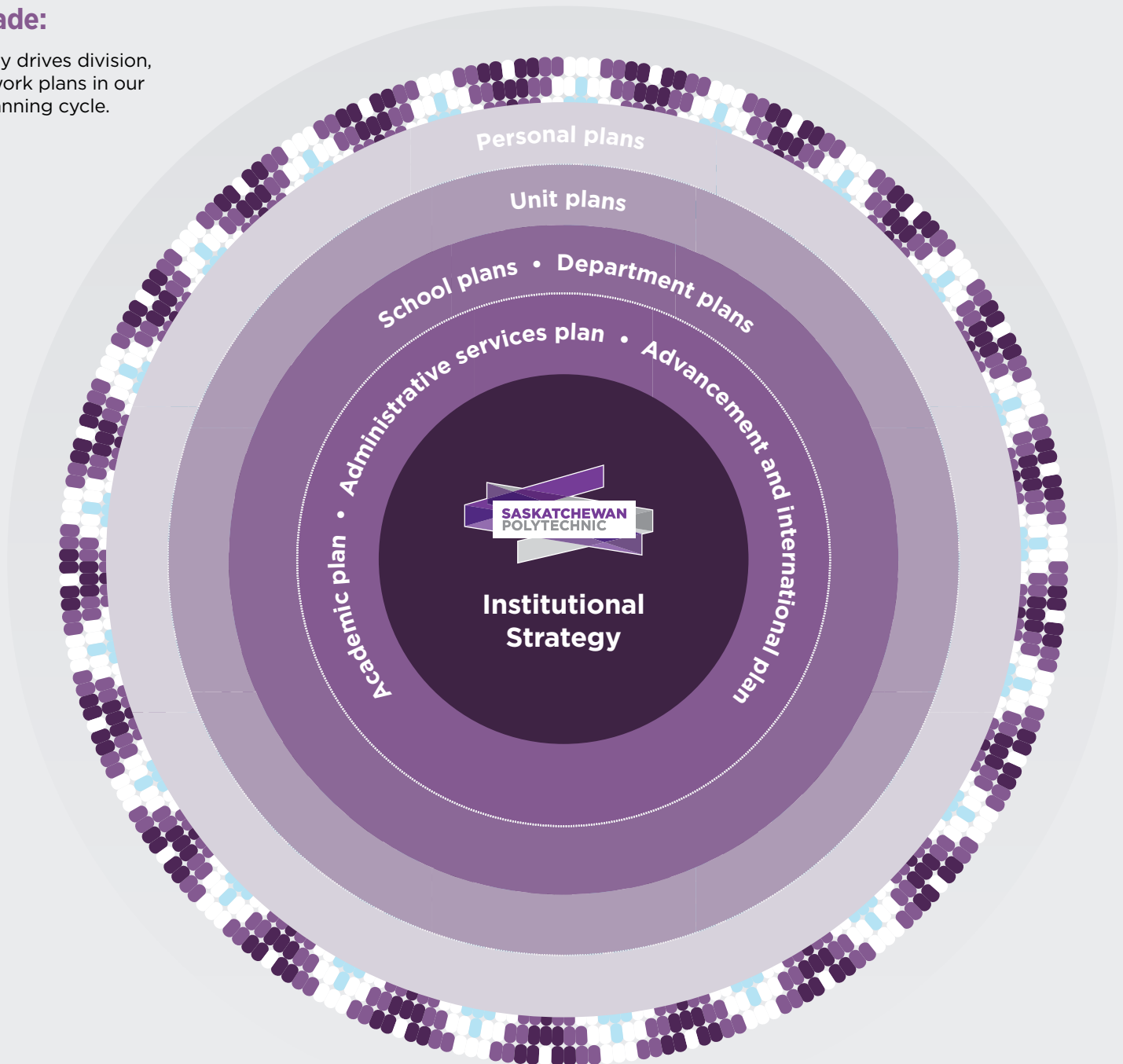


Our strategy map is read from the bottom up. It tells the story of our strategy from four perspectives, visualizing how our objectives contribute to our purpose, themes, mission and vision.

A shared plan for shared success

Strategy cascade:

Institutional strategy drives division, unit and personal work plans in our annual strategic planning cycle.



Strategy guides everything we do at Saskatchewan Polytechnic. We have adopted a planning system and framework that will bring our vision to life — as long as we work together. After all, a plan is only words on a page until it is shared and understood. From that point on, it becomes our shared responsibility.

Consider this plan a living guide. Each year, we will select and implement projects and initiatives that support our strategic goals. We will use tools to communicate and monitor our progress, including reporting on our performance measures and identifying potential gaps between what we're doing and our desired results.

We'll adapt and adjust initiatives if or when required, and will provide updates so we can all keep moving upward, together.

Annual cycle:



IT'S TIME TO RISE



A man with dark hair and glasses, wearing a purple and white checkered button-down shirt, khaki cargo pants, and a black backpack, is walking on a grassy path. He is smiling and looking to his left. The background shows a blurred green lawn, trees, and a building under a blue sky with light clouds.

Empowering the future

We thank those who invested their time, insights and energy to contribute to shaping a plan that reflects our institution and our shared vision of the future.

And thank you for also becoming a part of this process. As we bring our plan to life, the most important part of it is you. Only with you — your passion, ambition, commitment and accountability — can we achieve these collective goals.

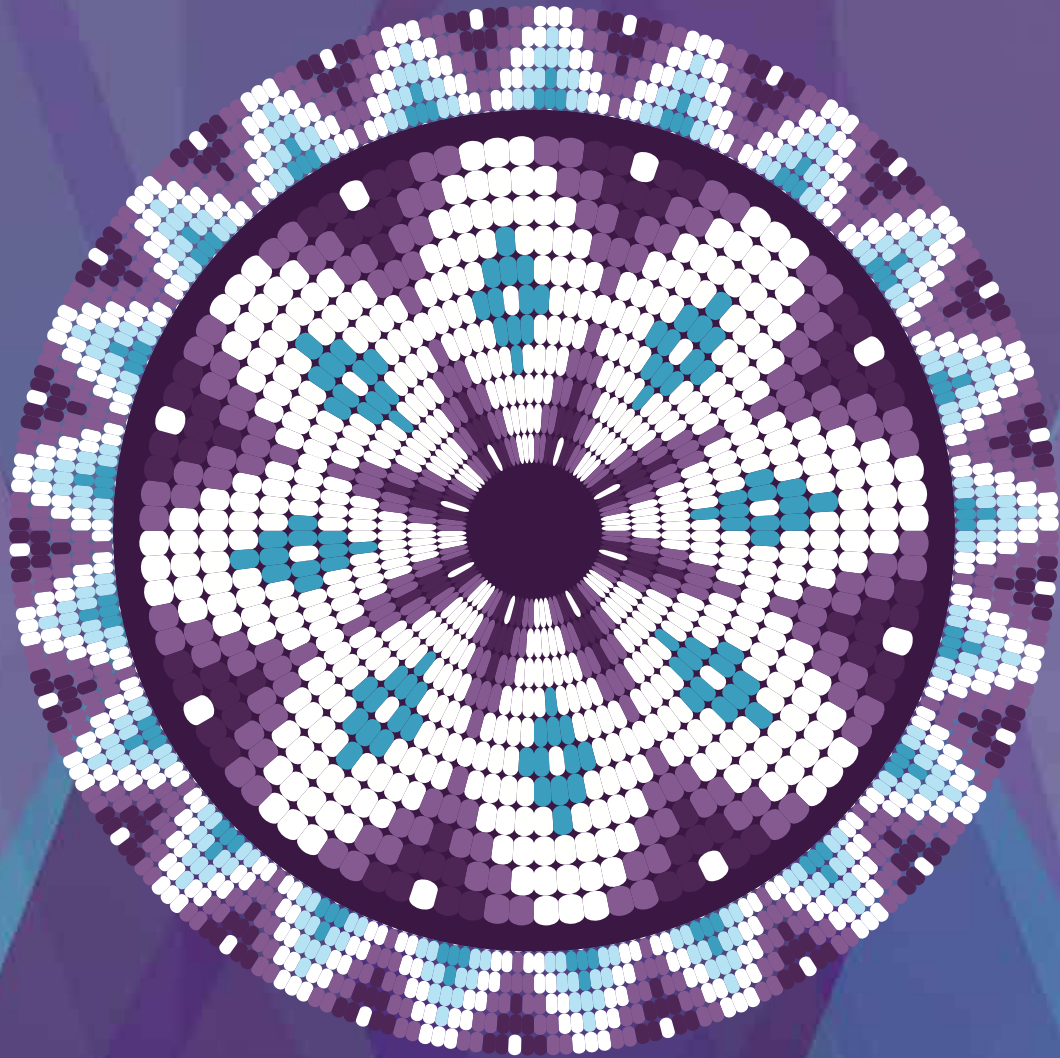
The elements contained here outline the ways in which we continue to realize our vision: to define the reputation of polytechnic education in Canada and establish its role in building a better future.

More than ever before, polytechnic education and research is recognized as critical to not only our collective success, but our collective future. Here in Saskatchewan, across the country and around the world.

This strategic plan equips each of us to step up and lead the rise in polytechnic education.

**The plan is just the first step.
Let's take the next steps and build a better future together.**

Do you have questions or thoughts to share? We are happy to hear from you. Please contact strategy@saskpolytech.ca or visit saskpolytech.ca/rise.



saskpolytech.ca/rise