

# strategic plan 2009-2019

Saskatchewan Institute  
of Applied Science and Technology

# **SIAST** 2.0

defining tomorrow



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# 1. Executive Summary

## SIAST STRATEGIC PLAN 2009-2019

The SIAST board of directors, in consultation with SIAST's senior management council (SMC – president and CEO, senior vice president, academic and vice president, administrative services), commissioned a strategic visioning process to assess long-range (2009-2019) opportunities for post-secondary education within the province. A fundamental principle of the strategic visioning process was engaging in discussion with as many stakeholders as possible, both within and outside SIAST.

The project was led by a strategic visioning project team. Team members included broad representation from across the organization, including the board and student associations. A comprehensive project plan was developed to assess SIAST's internal capabilities, external environmental trends and key stakeholder perspectives. The project involved four major components:

- Internal analysis
- External analysis
- Strategic issue identification
- Strategy formation

## SIAST 2.0 DEFINING TOMORROW

SIAST 2.0 is derived from the term Web 2.0, which refers to web-based software functionality that enhances creativity, information sharing and collaboration among dispersed users. Drawing on this analogy, SIAST 2.0 brings together systems, concepts and ideas from multiple sources to ensure our organization continues to evolve and grow. SIAST 2.0 is a new approach; a new way of thinking, interacting, working and collaborating.

## SIAST STRATEGIC THEMES

After extensive consultation and research, four broad strategic themes emerged from the strategic visioning process: *Building Successful Careers, Advancing Economic and Social Prosperity, Leveraging Educational Innovation and Leading Organizational Effectiveness.*

The strategic themes facilitate the overall success of students and the communities SIAST serves. Each focuses on a different outcome, but together they are synergistic. *Strategic Theme 4: Leading Organizational Effectiveness*, for example, provides a strong foundation for the other three.



## 2. Message from Board Chair and President/CEO

### **BUILDING CAREERS, BUILDING INDUSTRY, BUILDING SASKATCHEWAN**

The province of Saskatchewan is poised to lead the nation in driving growth and innovation well into the 21st century. As such, Saskatchewan is also on the cusp of sustained, resource-driven economic growth. To realize its potential and to secure long-term economic prosperity, however, the province must confront significant labour market development challenges. Historical population depletion due to out-migration and an aging workforce are contributing to labour shortages across all industry sectors. Our Aboriginal population, meanwhile, is under-represented in the workforce.

As Saskatchewan's primary provider of skills training and technical education, the Saskatchewan Institute of Applied Science and Technology (SIAST) plays a critical role in labour market development. We produce more undergrads annually than any other post-secondary institution in the province. We also provide virtually all the province's apprenticeship programming. A SIAST program is an efficient and **effective** use of training dollars — most of our programs can be completed in one to two years. And our grads are job ready. They immediately begin contributing to provincial earnings.

SIAST's program portfolio and curriculum are informed by **employer input** — 700 industry experts serve on our program advisory committees. Additionally, each SIAST program must strive for the highest accreditation available, a **program excellence** requirement that serves employers well in the global marketplace. Numerous transfer credit agreements with universities

and other colleges position grads for lifelong learning and are further evidence of program quality.

SIAST has an excellent track record of **responsive**, relevant training. But we're operating in a changing environment provincially and nationally as well. That's why we undertook a long-term strategic visioning project, consulting extensively with representatives of all stakeholder groups, both external and internal.

Today, you hold the results of that effort. This strategic plan sets a long-range direction that anticipates Saskatchewan's labour market needs. Our plan provides a framework for continued **innovative** and **inclusive** approaches to labour market development, and a foundation for operational planning. It sets strategic aspirations for SIAST that align our expertise in employment-driven programming with our commitment to student-centred learning. We are committed to fulfilling our role in the province as we all work to build a new Saskatchewan.

**Alan Thomarat**  
Chair

**Dr. Robert G. McCulloch**  
President & CEO



### 3. Introducing SIAST 2.0

#### **BUILDING SASKATCHEWAN'S HUMAN CAPITAL**

Saskatchewan has enjoyed a period of strong economic growth, one driven in part by the world's thirst for natural resources. To sustain this growth, the province must ensure an adequate supply of educated professionals and skilled labour, and to do this, new strategies and new investment are needed.

SIAST is a major contributor to post-secondary technical education and skills training in the province, recognized nationally and internationally for its expertise and innovation. Our programs touch every sector of the economy — agriculture, applied/visual media, business, construction, energy, forestry, health care, life sciences, manufacturing, minerals, recreation and tourism, technology and transportation.

More than 13,000 students are registered in SIAST programs, and we draw almost 32,000 additional course registrations. Approximately half the students registered in SIAST programs come directly from high school or other post-secondary institutions; the other half come from the workplace.

SIAST operates campuses in Moose Jaw, Prince Albert, Regina and Saskatoon. We extend our reach province-wide by partnering with regional colleges and Aboriginal educational institutions, and by providing courses and programs through continuing education and distance education.

SIAST has a long history of responsiveness to technical and community education needs. Through partnerships with business and industry, we ensure programs match opportunities in the real world. A consultative approach and

commitment to practical learning enable our graduates to hit the ground running in their respective fields.

According to a study by the Saskatchewan Ministry of Advanced Education, Employment and Labour, SIAST's graduate employment rate of 96.9 percent is well above the provincial and national rates. In an employer satisfaction survey, 98.9 percent of employers indicate they would hire another SIAST grad if the opportunity presented itself. A high percentage of SIAST graduates secure employment in the province, which demonstrates the continuing relevance of SIAST training to the local economy.

#### **Defining Tomorrow**

Recent investments have permitted SIAST to upgrade equipment, add to the facility footprint and increase the number of training seats in several program areas. SIAST is prepared to respond to any need for additional training seats, but with demand at campuses already exceeding capacity, additional operating and capital funding will be needed to do so.

Continued investment in SIAST is essential if we are to keep pace with future labour market requirements and generate more qualified graduates in critical employment disciplines.

Much is expected of our organization. Through the strategic visioning process, SIAST has used a 2009-2019 planning window. We have explored future possibilities within the context of a thriving provincial economy and an expanding world marketplace.

## 4. SIAST at a Glance

### OUR PROGRAMS

Whether we're preparing students for new careers or providing skills upgrading and custom training, SIAST programs touch every sector of the economy. SIAST offers a comprehensive range of programs at four urban campuses and through distance education.

- Agriculture
- Applied / Visual Media
- Aviation
- Basic Education
- Business
- Community / Human Services
- Engineering Technology
- Health Services
- Hospitality / Food Services
- Industrial / Trades
- Natural Resources
- Nursing
- Recreation / Tourism
- Science
- Technology

### MILESTONES AND ACHIEVEMENTS

- 1988 SIAST created through merger of nine provincial colleges/institutes
- 1990 Organization-wide education equity policy approved
- 1990 Introduction of distance education via the Saskatchewan Communications Network
- 1996 Nursing Education Program of Saskatchewan (NEPS) becomes Canada's first truly integrated model of college-university nursing education
- 1996 Prior learning assessment introduced
- 1997 Organizational restructuring better positions SIAST as provincial organization
- 2000 New SIAST Wascana Campus opened
- 2001 SIAST Virtual Campus launched
- 2004 Faculty Certificate Program launched
- 2006 Mobile training labs introduced
- 2006 Office of Applied Research established
- 2007 Interprofessional health care simulation learning centre opens at SIAST Wascana Campus
- 2008 SIAST undertakes strategic visioning process



## 5. Strategic Visioning Process

### ASSESSING LONG-RANGE OPPORTUNITIES

In 2008, the Saskatchewan economy experienced unprecedented growth due to strong global demand for natural resources. But labour shortages in many sectors limited the province's ability to take advantage of opportunities. Key demographic trends — aging population, higher rates of retirement and declining birth rates — suggest this labour shortage will continue to impact Saskatchewan's capacity for sustainable growth.

It was also a milestone year for SIAST. We marked our 20th anniversary of providing post-secondary technical education and skills training. Over the past two decades, we have established a strong track record of success provincially, nationally and internationally. As a key contributor to post-secondary education, SIAST is well positioned to address the labour shortage and enhance the prosperity of Saskatchewan.

In order to respond effectively to future needs, SIAST embarked on a strategic visioning process. The SIAST board of directors, in consultation with SMC, commissioned the process to assess long-range (2009-2019) opportunities for post-secondary education within the province. The Strategic Plan 2009-2019, SIAST 2.0 Defining Tomorrow is the result.

### OUR APPROACH

The project was led by a strategic visioning project team. Team members included broad representation from across the organization, including the board, management, program faculty, students and administrative support, and an external strategic planning consultant (see Appendix I). The goal was to develop a strategic framework that included mission, vision, values and strategic themes with long-term goals (see Section 9, Strategy Formation).

A comprehensive project plan was developed to assess SIAST's internal capabilities, external environmental trends and key stakeholder perspectives. Engaging in discussion with as many stakeholders as possible, both within and outside SIAST, was a fundamental principle of the strategic visioning process. This enabled the project team to explore future post-secondary education needs not only in Saskatchewan but also across Canada.

The project involved four major components:

- Internal analysis
- External analysis
- Strategic issue identification
- Strategy formation

The first component of the strategic visioning process was an internal analysis to assess SIAST's key capabilities and opportunities for improvement. The review included four distinct activities.



## 6. Internal Analysis

### **HISTORICAL SCAN**

Twenty-six employees from various program areas and with varying years of service were engaged in a review of the organization's history. A 20-year timeline was developed to identify the organization's milestones and achievements. The goal of the historical scan was to identify key lessons learned over the years, including practices worth repeating and those best discontinued.

### **INTERNAL EMPLOYEE SURVEY**

To gain an employee perspective of the organization's current function and future direction, all SIAST employees were invited to participate in an open-ended survey. Questions solicited employee opinions on organizational strengths, opportunities for improvement, key environmental trends and future priorities. Approximately 600 employees responded to the survey, out of approximately 2,300 employees.

### **INTERNAL FUNCTIONAL SURVEY**

Members of SIAST's board of directors and SIAST's senior management assembly (SMA) were encouraged to participate in an online survey to assess functional areas such as governance, leadership, organizational culture, human resources, marketing, finance, knowledge management, quality programming and communications. Forty-one out of a possible 51 people completed the survey.

### **INTERNAL EMPLOYEE CONSULTATIONS**

All employees were invited to participate in internal employee consultation sessions held at the four campus locations throughout the province; 70 employees took part in the process. A facilitated process engaged employees in a dialogue to analyze their views on the most significant internal strengths and weaknesses of the organization, as well as significant external trends they saw impacting the future of post-secondary education in the province. Participants also shared their thoughts on key strategic themes for the next 10 years. Additionally, employees had the opportunity to comment on strategic visioning topics in an online forum as the process progressed.





## 7. External Analysis

To assess the potential impact of current and emerging external trends on SIAST's ability to provide post-secondary education and meet evolving workforce needs, an external analysis was conducted. This involved several components.

### **ENVIRONMENTAL SCAN**

SIAST's Institutional Research and Analysis Department compiled a comprehensive environmental scan that reported on population and demographic trends, labour force trends, the economy, key economic sectors and comparative levels of education attainment in Saskatchewan.

### **STAKEHOLDER CONSULTATIONS**

In each city with a SIAST campus — Moose Jaw, Prince Albert, Regina and Saskatoon — consultations were held with representatives of the public, the local student association and business/industry leaders. The consultations were designed to solicit opinions on SIAST's current performance, emerging trends impacting post-secondary education and recommendations for SIAST's future direction. The consultations attracted 35 business/industry participants, 23 public participants and 40 student association participants.

### **PEER COMPARISON**

To explore the strategic directions of SIAST's peers, a review was conducted of other applied science and technical institutions across Canada, including SAIT Polytechnic (the Southern Alberta Institute of Technology), the Northern Alberta Institute of Technology, the British Columbia Institute of Technology, Red River College, Nova Scotia Community

College and College of the North Atlantic.

### **PARTNERSHIP INTERVIEWS**

Interviews were conducted with a number of SIAST's key partners to gain their perspectives on the organization's past performance, key environmental trends impacting post-secondary education in the province and priority future directions. Interviews were conducted with representatives from the University of Saskatchewan, University of Regina, Saskatchewan Indian Institute of Technologies, Saskatchewan Apprenticeship and Trade Certification Commission and regional colleges.

### **MINISTRY INTERVIEWS**

Officials from several provincial government ministries were also asked to participate in the interview process. The goal was to determine the ministries' visions for post-secondary education in the province as well as their opinions on SIAST's current performance and their recommendations for the future based on emerging provincial trends. Interviews were conducted with representatives from Executive Council, the Ministry of Health and the Ministry of Advanced Education, Employment and Labour.

To identify strategic issues that could potentially impact SIAST's future success over the next 10 years, a SWOT (strengths, weaknesses, opportunities and threats) analysis was used in sessions with SMA and the board of directors.



## 8. Strategic Issues Identification

### INTERNAL STRENGTHS TO LEVERAGE

Strengths are key capabilities/attributes that permit SIAST to meet stakeholder needs in distinct ways.

1. Ability to successfully prepare students for the workplace
2. Quality of programs
3. Strong presence in major markets in the province
4. Faculty and staff well prepared to deliver programs and services (authentic experience)
5. Accessible, flexible, relevant program delivery
6. Responsiveness of programs to stakeholder/partner needs
7. Existing foundation of partnerships
8. Provincial focus of the organization

### INTERNAL WEAKNESSES TO MITIGATE

Weaknesses are an inability to serve stakeholders or sustain resources to meet stakeholder needs.

1. Ability to recruit and retain qualified workforce (employees/faculty)
2. Current relationship with government as defined by SIAST Act restricts autonomy and proactive strategic decision-making
3. Community understanding of SIAST as a valuable source of post-secondary education; viewed as a "second choice"
4. Facility locations and image of campuses
5. Ability to meet changing needs of students
6. Ability to respond creatively to industry demands
7. Weak connections within K-12 education system

### EXTERNAL OPPORTUNITIES TO SEIZE

Opportunities are emerging trends that may enable SIAST to better serve stakeholders.

1. Province's economic growth and strength
2. Expansion of global markets and increase in international students
3. New government direction and focus on Enterprise Saskatchewan
4. Capital campaigns and fundraising initiatives
5. Degree granting potential
6. Innovation in technology
7. Industry partnerships with post-secondary educational institutions
8. Diverse population growth: Aboriginal, immigrant, expatriate

### EXTERNAL THREATS TO OVERCOME

Threats are emerging trends that may reduce SIAST's ability to fulfill stakeholder needs.

1. Rising wages and wage competition for qualified staff
2. Competition for students resulting from declining K-12 enrolment
3. Government regulation and influence
4. Declining physical infrastructures and sustainability
5. Competition for limited funding resources
6. Public perception and view of technical institutions versus universities
7. Pressure to "be all things to all people" as a public entity
8. Innovative funding models with new partners may reduce core funding from government



# 9. Strategy Formation/Strategic Themes

## STRATEGIC THEMES

After extensive consultation and research, four broad strategic themes emerged that form the basis of the Strategic Plan 2009-2019, SIAST 2.0 Defining Tomorrow: *Building Successful Careers, Advancing Economic and Social Prosperity, Leveraging Educational Innovation and Leading Organizational Effectiveness.*

The strategic themes facilitate the overall success of students and the communities SIAST serves. Each focuses on a different outcome, yet together they are synergistic. *Strategic Theme 4: Leading Organizational Effectiveness*, for example, provides a strong foundation for the other three.



## VISION, MISSION AND VALUES

SIAST's vision, mission and values reflect our new strategic direction for 2009-2019.

### VISION

A global leader in innovative education, valued for student success and advancing social and economic prosperity.

### MISSION

SIAST is Saskatchewan's primary public institution for the development and delivery of post-secondary technical education and skills training. We share knowledge, provide skills training and engage in applied research, meeting the needs of students, employers and communities.

### VALUES

- **Ethics.** We adhere to high standards of ethical behaviours and personal accountability. We do the right thing based on sound principles, good character and caring for others.
- **Innovation.** We encourage entrepreneurial thinking that cultivates creativity, agility and ongoing learning in the pursuit of excellence.
- **Diversity.** We embrace diverse cultures, heritages and opinions in our efforts to enrich the learning and work environment and foster inclusive decision making.
- **Leadership.** We achieve results by working effectively with others to engage, support and inspire action. We motivate others through our vision, our courage to take risks and our commitment to our goals.
- **Communication.** We engage in honest, focused consultation and in the open exchange of ideas to inspire informed decision making, build relationships and foster authentic partnerships.

## STRATEGIC THEME 1: BUILDING SUCCESSFUL CAREERS

### Our strategic aspiration...

*Building Successful Careers* embodies SIAST's commitment to facilitate lifelong learning. SIAST will be the preferred choice for career-focused education. We will offer the full spectrum of education necessary for economic growth — from academic upgrading to specialized degrees, from full-time programs to continuing education — when it's needed, where it's needed. From oil and gas to health and science, our program portfolio will supply the economic sectors key to Saskatchewan's prosperity, as well as sectors essential for quality of life. Relevant programming and student-centred services will position students for success. We will be a leader in education for Aboriginal students — a model for the country — and we will expedite the transition of new Canadians into the Saskatchewan workforce. We will have one of the highest graduate employment rates of any post-secondary institution in Canada. The success of our students will form the basis of an active, engaged alumni community.

### Our changing environment...

A number of demographic trends are influencing the environment in which SIAST operates, presenting challenges and offering opportunities. Additionally, changes in the job market are a reflection of Saskatchewan's changing economic base.

Saskatchewan's population is aging — a trend evident across Canada — and enrolment in kindergarten through Grade 12 is declining. A significant exception to the aging trend is the growing young Aboriginal population, particularly in Saskatchewan urban centres. The aging population is creating a shortage of skilled labour, a trend expected to intensify in the years ahead as baby boomers reach retirement age. Demand is growing for skilled workers in a wide variety of sectors, from resource to construction to manufacturing to health care.

Another emerging trend is the increasing incidence of career changes, which often necessitate a return to school for more training and qualifications. As a result, post-secondary institutions such as SIAST can expect an increase in mature students. These students have more complex personal and family needs, and different expectations of both their programs and their involvement in the educational process.

The impact on SIAST is clear. On the one hand, the labour shortage is creating increased demand for post-secondary technical education and skills training. On the other, declining K-12 enrolment is heightening competition for students among provincial and national post-secondary institutions. SIAST's experience, programming, student programs and supports, and provincial focus all give the organization a strong strategic position from which to build successful careers.



#### STRENGTHS

- Relevant, practical, quality programming
- Proven ability to successfully prepare students for the workplace
- Existing student-centred initiatives, including programs and supports for Aboriginal students
- Prior learning assessment and recognition (PLAR)
- Province-wide reach

#### CHALLENGES

- Flexibility in adapting to changing demands of student population
- Meeting lifelong learning needs
- Further developing connections with the K-12 education system
- Aging and overcrowded facilities

#### Our goals...

- 1.1 Maximize student success in learning and employment
- 1.2 Expand facilities to accommodate enrolment growth necessary to meet labour market needs and student demand
- 1.4 Respond aggressively to evolving program opportunities linked to economic growth
- 1.5 Engage alumni in advancing the success of the organization and its students
- 1.6 Facilitate seamless career transitions through lifelong learning

#### Measuring success...

To monitor progress in *Strategic Theme 1: Building Successful Careers*, SIAST will track:

- overall graduate success by demographic student group
- graduate employment rates
- student satisfaction with SIAST experience
- alumni engagement/involvement with SIAST
- alumni engagement in lifelong learning through SIAST

**STRATEGIC THEME 2: ADVANCING ECONOMIC AND SOCIAL PROSPERITY**

**Our strategic aspiration...**

*Advancing Economic and Social Prosperity* is an ongoing fundamental objective of SIAST. Through technical education and skills training, aligned with labour market and employer needs, we help drive economic growth and expand career options for individuals. We will strengthen prosperity in the long term by staying a step ahead of demand and focusing on advances in applied science, health disciplines and technical education. A SIAST credential will be the preferred choice for students, employers and the community, opening doors to seamless learning options and employment success.

**Our changing environment...**

Saskatchewan has recently enjoyed strong economic and social prosperity, but a shortage of skilled labour poses a threat to continued growth. Not only is competition for skilled labour growing, but the needs of employers are becoming more complex; in addition to advanced technical skills, they are looking for employees with business savvy.

SIAST has an important role to play in meeting the evolving demands of the labour market. Our established presence in major centres and existing partnerships with business, industry and Aboriginal communities provide a strong foundation for growth. We have the ability to leverage key alliances and provide responsive programming.

**STRENGTHS**

- Strong presence in major markets
- Existing foundation of partnerships with industry and business (e.g., advisory committees)
- Existing partnerships with Aboriginal communities
- Programming responsive to industry and business needs
- High standard of practical training fosters graduate success in workforce

**CHALLENGES**

- SIAST Act restricts autonomy and proactive strategic decision making
- Responding creatively to changing business and industry demands
- Enhancing strategic partnerships with industry and business to meet market needs
- Strengthening connections with the K-12 education system





**Our goals...**

- 2.1 Provide quality leadership to develop lifelong educational opportunities
- 2.2 Build new alliances within the provincial K-12 education system, and leverage existing ones, to facilitate the transition of students into career education
- 2.3 Expand innovative business and industry partnerships that generate new entrepreneurial approaches to building a workforce aligned with market demands
- 2.4 Foster a sense of social responsibility
- 2.5 Further enhance relationships and partnerships with Aboriginal organizations and communities
- 2.6 Expand relationships with other post-secondary institutions to facilitate career laddering and lifelong learning

**Measuring success...**

To monitor progress in *Strategic Theme 2: Advancing Economic and Social Prosperity*, SIAST will track:

- graduate employment rates
- alignment of workforce development with industry needs
- Aboriginal graduation and employment rates
- business/industry satisfaction with SIAST graduates and return on investment
- revenue resulting from business/industry partnerships
- successful strategic alliances and partnerships
- ease of student transferability/credentialing within post-secondary education system

**STRATEGIC THEME 3: LEVERAGING EDUCATIONAL INNOVATION**

**Our strategic aspiration...**

*Leveraging Educational Innovation* enables SIAST to build on recognized leadership in education design, delivery and technology. We will reach remote students where they live, and we will offer multiple learning options that are responsive to diverse learning styles and social-economic backgrounds. SIAST will develop degrees in specialized areas of academic excellence. Advances in applied research will focus on commercial and social innovation, generating practical solutions and best practices to enhance the prosperity of Saskatchewan.

**Our changing environment...**

Ongoing advances in technology are changing the way we communicate, the way we work, the way we learn. Students and employers are more technologically savvy. They expect educational programs to be relevant and educational institutions to offer more options for curriculum sharing and credentialing with other post-secondary institutions.

The growing number of degree-granting institutions has led to more competition for students, but also placed more emphasis on accountability, standards and accreditation.

SIAST has the ability to succeed in this environment. Our investment in technology is creating new opportunities for students to access high-demand training from anywhere in the province, with practical experience supported within their local communities. Our initiatives in language training, credential recognition and recognition of prior learning (RPL) support immigration. We continue to impress stakeholders with our ability to maintain program relevancy in rapidly changing markets.



#### STRENGTHS

- Investment and initiatives in technology and distributed learning methodologies (e.g., distance education, online learning, mobile training labs, interprofessional simulation learning centre)
- Applied research focus on urban development, environment and natural resources, health education and information technology
- Progressive program options (English as a Second Language, Prior Learning Assessment and Recognition)

#### CHALLENGES

- Capacity of some high-demand programs
- Saskatchewan's geographically dispersed population
- Sustainability of high-tech learning methodology
- Ability to lead innovation in technology
- Availability of energy and resources to devote to applied research
- Lack of degree granting status

Employers in business and industry continue to endorse SIAST programs and to partner with us in opportunities to commercialize innovative research.

#### Our goals...

- 3.1 Develop additional creative solutions to expand program options
- 3.2 Enhance quality-driven programming
- 3.3 Grow solution-driven applied research
- 3.4 Expand program credentialing to foster employment success
- 3.5 Design new facilities and redevelop existing space to provide contemporary learning environments, using technology to enhance the learning experience

#### Measuring success...

To monitor progress in *Strategic Theme 3: Leveraging Educational Innovation*, SIAST will track:

- growth in diverse learner groups provincially, nationally, internationally
- recruitment and retention of Aboriginal learners
- success in apprenticeship credentialing
- relevance of faculty knowledge/experience in area of expertise
- graduate satisfaction with program relevancy after employment
- research and scholarly initiatives and outcomes
- scope/diversity of learning methodologies



#### **STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS**

##### **Our strategic aspiration...**

*Leading Organizational Effectiveness* is a cornerstone of SIAST's success. Building on our strong foundation of service quality, ethical standards and organizational efficiency, SIAST will create a vibrant, healthy work culture. We will be an employer of choice, with a high performing workforce engaged in the success of the organization. Striving for ever more efficient solutions, we will use enabling technology for the development of innovative business practices and service delivery. An autonomous governance model aligned with the province's post-secondary priorities will enable the organization to build on our position as an industry leader ... SIAST will set the benchmarks for success.

##### **Our changing environment...**

Organizational effectiveness is being impacted by a number of drivers, including an aging population, increasing retirements and declining school enrolment in grades K-12. Competition for faculty and employees is increasing, not only in Saskatchewan but around the world. As wage and benefits packages grow, recruitment and retention becomes more of a challenge.

Students and stakeholders are demanding that their institutions put a greater focus on governance, including quality, accountability and outcomes measurement.

Funding challenges are ongoing as the government works to balance requests from various institutions as well as from various sectors, such as health, education and transportation. The Saskatchewan economy is currently enjoying strong economic growth, but the global financial crisis is causing uncertainty about future funding levels.

SIAST has built a strong foundation of organizational effectiveness. A tradition of strategic thinking positions us to successfully meet labour market needs. We have the ability to create effective internal processes that will facilitate responsive decision making and generate a proactive, "can do" attitude.

#### STRENGTHS

- Dedicated staff and faculty with wealth of experience
- High level of faculty expertise/knowledge
- Nationally recognized programs
- Supportive workplace environment and professional development
- Strong organizational board governance

#### CHALLENGES

- SIAST Act restricts autonomy and proactive strategic decision making
- Capacity to sustain and attract sufficient financial/capital resources
- Staff/faculty recruitment and retention
- Effectiveness of internal communication and decision-making processes
- Processes for quality/process improvement and outcome measurement related to strategic goals

#### Our goals...

- 4.1 Develop a strategically driven governance model
- 4.2 Embrace a culture of service excellence
- 4.3 Become the employer of choice
- 4.4 Build enterprise sustainability
- 4.5 Enhance internal and external communication
- 4.6 Advance SIAST positioning and branding

#### Measuring success...

To monitor progress in *Strategic Theme 4: Leading Organizational Effectiveness*, SIAST will track:

- return on investment for stakeholders
- revenue growth
- diversity of revenue sources
- sustainable capital assets
- service quality and efficiency
- enrolment trends
- employee engagement and retention
- employee health, safety and security
- institutional positioning and branding



# 10. SIAST Strategic Planning Process

A comprehensive planning process enables all employees to visualize the “line of sight” from strategic themes to their everyday work plan. This process involves three steps: strategic visioning, operations forecast and operating and capital plans.

These three steps ensure that strategic priorities arising from the strategic themes cascade through every level of the organization, and that all employees understand how their individual actions and initiatives align with the themes and contribute to the overall success of the organization.

### 1. STRATEGIC VISIONING (10-YEAR)

Strategic visioning is the cornerstone of SIAST's planning process. It establishes the strategic framework, including mission, vision, values, strategic themes and goals, for a 10-year planning horizon. Strategic visioning provides a broad planning context that guides the organization's future. It defines success and how SIAST measures success.

### 2. OPERATIONS FORECAST (ANNUAL)

The operations forecast anticipates program, equipment and facility requirements necessary to meet the province's long-range labour force needs. It highlights where provincial government funding and other investment sources are most urgently needed to accomplish the operating and capital plan. The forecast outlines a three-year period, with major focus on the first year of the plan.

### 3. OPERATING AND CAPITAL PLAN (ANNUAL)

The operating and capital plan is SIAST's internal action plan. It details the actions and planning assumptions underlying SIAST's operating and capital budget, aligns the operational forecast with the province's budget letter for SIAST, and aligns divisional initiatives with strategic themes, goals and priority objectives. The operating and capital plan also provides the “line of sight” for employees, enabling them to see how their efforts contribute to SIAST's success.



## APPENDIX I

### Strategic Visioning Project Team

- o David Walls, senior vice president, academic (co-chair)
- o Marine Perran, vice president, administrative services (co-chair)
- o Louis Gardiner, board member
- o Joan Popadyne, board member
- o Arnold Boldt, dean of Technology
- o Barb Heise, academic director, Skills Initiatives
- o Patricia Gillies, executive director, public affairs
- o Bill Coulthard, director, SIAST Wascana Campus
- o Jeff Chow, program head, Carpentry
- o Kendra Mountney, president, Palliser Campus Students' Association
- o Julie Andrusco, executive assistant to the board of directors
- o consultant and project lead: Laura Soparlo

## APPENDIX II

### Definitions

#### Corporate Goals

Outcome or end statements that define what an organization is trying to accomplish organizationally. A balanced approach is used to select corporate goals to ensure they reflect outcomes related to the strategic themes.

#### Corporate Objectives

Broad statements that articulate key corporate strategies — and the specified outcomes — the organization will implement and monitor over a one- to three-year timeframe in order to achieve its goals and strategic themes. The objectives, along with associated actions and measures, form the basis of the operating and capital plan.

#### Key Performance Indicators (KPI) or Measures

Measures that demonstrate whether or not the organization is achieving its strategic themes/goals and fulfilling its mission. Indicators provide the basis of the report card for the organization and are communicated on a regular basis to the board, public, staff and other key stakeholders.

#### Mission Statement

A statement that articulates the organization's purpose or business, where the service is provided and to whom, and what is important to the organization in the provision of the service.



#### **Program or Service Initiatives**

Program or service initiatives are specific activities implemented by program/service areas to support a corporate objective. Initiatives typically cover a timeframe of one to three years; if the organization's environment is particularly turbulent, the timeframe may be shorter. Initiatives must have measurable outcomes that lead to fulfillment of a corporate objective.

#### **Senior Management Assembly (SMA)**

SIAST senior managers, including directors and director-level positions (e.g., controller, registrar), deans, associate vice presidents, senior vice president, vice president and president and CEO.

#### **Senior Management Council (SMC)**

SIAST senior executives — the president and CEO, the senior vice president, academic, and the vice president, administrative services.

#### **Strategic Themes**

Areas of opportunity that the organization has prioritized and will make significant effort to achieve within the next five to 10 years; strategic themes represent new directional approaches for the provision of services or the way the organization manages its operations and resources.

#### **Values**

The basic principles that guide and inspire the board of directors and employees of the organization; values and philosophies guide all actions and decisions of the organization.

#### **Vision**

A statement that describes how the community/province will be improved, changed or different in the future if the organization is successful in its mission.



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