

Carlton Trail College. **Strategic Plan**

2024 - 2028



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Land Acknowledgment

Carlton Trail College serves the communities of east-central Saskatchewan. We respectfully acknowledge that we do so within Treaty 4 and 6 territories, traditional lands of the Cree, Saulteaux, Dene, Dakota, Lakota, Nakota and Métis Nations.

We honour and respect these Treaties and are committed to working in partnership with all Nations in the spirit of reconciliation and collaboration.

About the College

From the programs we offer to the services we provide, we focus on helping our students and the region's businesses, industries and communities achieve success.

Established in 1973, Carlton Trail College offers in-depth, applied learning to provide post-secondary education and skills training, academic upgrading and essential skills courses, English Language Training, as well as industry and workforce development opportunities to individuals, businesses and organizations across east-central Saskatchewan.

With campuses in Humboldt, Watrous, Wynyard and Punnichy, along with classroom locations throughout the region, we're committed to creating important academic, social and economic advantages for our students and those that employ them.





Carlton Trail College

Overview

Carlton Trail College's Strategic Plan represents our shared purpose, priorities, and commitments to fostering positive, supportive experiences grounded in learning, experiential opportunities, and fun - preparing individuals for work and life beyond the college.

Informed by student, staff, and stakeholder input, this plan will inspire and guide our efforts over the next four years as part of Saskatchewan's higher education and workforce development system, ensuring individuals have the education, skills, and training needed to obtain jobs now – and into the future.

Vision

Changing lives through learning

Mission

Creating successful learning and development opportunities to foster individual, business, and community growth.

Values

- ▶ **Accountable** Acting with integrity, adhering to moral and ethical principles, and accepting responsibility for our actions and everything entrusted to us.
- ▶ **Inclusive** Individuals and groups with different backgrounds are culturally and socially accepted, welcomed, and provided equitable access to opportunities and resources.
- ▶ **Innovative** Proactive, responsive, and continuously evolving and improving in our pursuit of excellence through lifelong learning.
- ▶ **Respectful** Valuing diversity of views, treating others with dignity, upholding confidentiality, and providing honest, transparent communication.

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Achieve Student and Employer Success

1.1 Improve student experience and outcomes.

- ▶ Foster a culturally welcoming and safe learning environment
- ▶ Develop a success strategy for Indigenous students
- ▶ Develop a success strategy for International students
- ▶ Improve student life experience and student engagement through a one-campus model
- ▶ Enhance student supports to overcome barriers

We are successful when:

- ▶ Student retention rates in programs have increased
- ▶ Students rate their learning experience as highly satisfactory
- ▶ Students rate their student life experience as highly satisfactory
- ▶ Indigenous participation rates have improved
- ▶ Indigenous achievement rates have improved
- ▶ International student recruitment opportunities for designated programs have increased

1.2 Enhance responsive training for economic sustainability and growth for our region.

- ▶ Provide customized training
- ▶ Offer training plans for growth industries in the region
- ▶ Increase programming to address workforce shortages
- ▶ Support student transitions to the workplace

We are successful when:

- ▶ Customized industry training increases
 - ▶ Multi-year training plans are in place to support growth industries
 - ▶ Labour shortages within the region are reduced
 - ▶ Increased percentage of students employed after completion of program
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2 Strengthen Partnerships and Collaboration to Advance Program Engagement

2.1 Strengthen business, industry, and community awareness of education opportunities.

- ▶ Enhance community visibility and presence
- ▶ Engage with business and industry to increase opportunities for training and better understand labour market needs to support program planning
- ▶ Advance strategic marketing and communication plans

We are successful when:

- ▶ Community and industry are more aware of program opportunities
- ▶ Increased community and industry uptake of educational opportunities and programs

2.2 Strengthen partnerships with Indigenous communities.

- ▶ Further enhance relationships with First Nation communities
- ▶ Deliver programming that meets Indigenous community need

We are successful when:

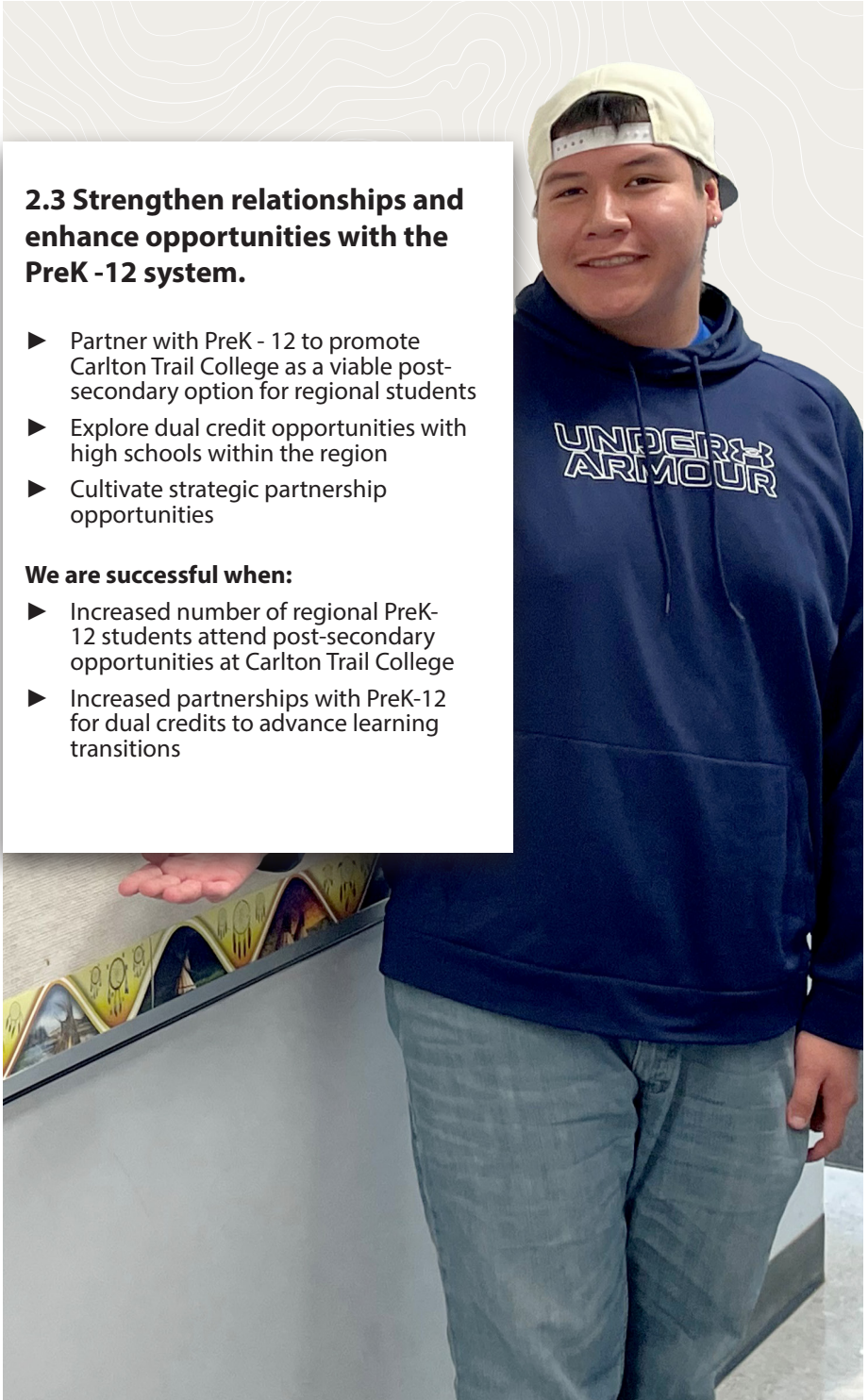
- ▶ Stronger working relationships with regional First Nations and other entities are developed
- ▶ Increased focus on Indigenous educational attainment and organizational awareness
- ▶ Increased number of programs developed in partnership with Indigenous communities

2.3 Strengthen relationships and enhance opportunities with the PreK -12 system.

- ▶ Partner with PreK - 12 to promote Carlton Trail College as a viable post-secondary option for regional students
- ▶ Explore dual credit opportunities with high schools within the region
- ▶ Cultivate strategic partnership opportunities

We are successful when:

- ▶ Increased number of regional PreK-12 students attend post-secondary opportunities at Carlton Trail College
- ▶ Increased partnerships with PreK-12 for dual credits to advance learning transitions



3 Build an Inclusive, Knowledgeable, Resilient Workforce to Support Growth

3.1 Strengthen individual and organizational capacity and effectiveness for growth.

- ▶ Recruit an inclusive workforce to meet demands and access new opportunities
- ▶ Prepare for succession planning and knowledge transfer
- ▶ Establish a structure for growth
- ▶ Enhance employee orientation, skill, and professional development to support the strategic objectives

We are successful when:

- ▶ A full staffing complement is in place to meet programming needs
- ▶ There is an increase diverse staff representation
- ▶ A succession plan is in place for key College positions
- ▶ Staff state they have been orientated to their job and have the knowledge and skills to perform their job effectively

3.2 Enhance internal connection and engagement.

- ▶ Increase opportunities for networking across the College while embracing a one-campus community model
- ▶ Strengthen internal communication
- ▶ Promote diversity/inclusivity initiatives to support an inclusive College community

We are successful when:

- ▶ Staff state they feel fully engaged as a campus community
- ▶ Staff state they receive information in a timely fashion and are knowledgeable of critical College information, program changes and events
- ▶ Staff state the working environment is culturally safe and inclusive
- ▶ Staff are aware and engage in culturally appropriate activities

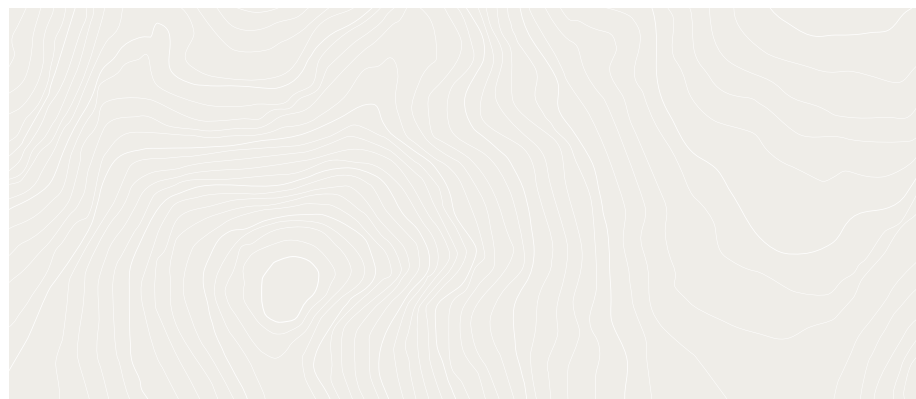


3.3 Standardize policies, procedures and practices.

- ▶ Reviewing and updating current College policies
- ▶ Documenting processes and establishing standard practices across College sites
- ▶ Providing staff education on standard policies and practices

We are successful when:

- ▶ College policies and procedures are current and within an approximate three year window
- ▶ College processes and practices have been standardized across the institution



4 Advance College Infrastructure and Technology for the Future

4.1 Implement campus renewal and expansion.

- ▶ Complete the Humboldt trades facility expansion project
- ▶ Address classroom, lab and storage shortages

We are successful when:

- ▶ Expansion has enabled advanced programming and state-of-the-art facilities to support industry growth
 - ▶ All programs have appropriate classroom space and labs
 - ▶ The trades facility assumes a sustainable financial model
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4.2 Advance processes, services, and learning through digital transformation.

- ▶ A flexible and hybrid learning environment enhancement
- ▶ A Student Information System Project advancement
- ▶ Emerging technology in the work/learning environment

We are successful when:

- ▶ Improved accessibility to programming for students and industry through technology and equipment advances
- ▶ Enhanced opportunities to work both remotely or on campus to foster work-life balance
- ▶ Process efficiencies, unified institutional processes, and student access have improved



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