



Strategic Plan

2025 - 2030

Inspiring Bright Futures for Saskatchewan

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As a sign of **RESPECT** and in recognition of the ties Indigenous Peoples have to the land, Suncrest College acknowledges we **LIVE, WORK AND STUDY** in Treaty 4, 5, and 6 territories, and upon the Homeland of the Métis Nation of Saskatchewan.

An important
part of our past,
but more
importantly,
our future.



Message from the **PRESIDENT**

Alison Dubreuil



It is with great pride and **GRATITUDE** that I share **Suncrest College's** new Strategic Plan with you. This plan is the result of thoughtful collaboration between our college community and the partners who share our goals.

We believe education is about unlocking potential and strengthening communities. It extends far beyond the walls of a classroom, a textbook, or the duration of a course or program. This plan puts that belief into action, outlining our bold commitment to empowering learners, supporting employers, and strengthening the communities we serve.

I'm inspired by how this plan reflects the realities of a rapidly changing world. From digital transformation to shifts in the labour market, it positions Suncrest College to meet change with creativity, adaptability, and purpose.

“**Together, we have built a roadmap that is both **AMBITIOUS** and **ACHIEVABLE.****”

I am deeply grateful for the people who make this work possible. Our staff bring extraordinary dedication to learner success every day. Our learners inspire us with their determination and achievements. Our partners and communities provide the trust and collaboration that allow us to reach further and **dream bigger.**

The path forward will require hard work, innovation, and persistence. I have every confidence that together we will turn the vision of this plan into real and measurable success. I am proud of where we are today and even more excited about where we are going.

Thank you for believing in Suncrest College and for walking alongside us as we build **BRIGHT FUTURES for Saskatchewan.**

A college with a **PURPOSE**



Suncrest College is a vibrant, innovative institution serving learners and communities across Saskatchewan. With more than 4,500 learners, 350 employees, and 11 campuses, we are proud to be a leader in accessible education, workforce development, and regional growth.

We empower learners, support employers, and strengthen communities by fostering partnerships with industry, Indigenous leaders, and community organizations. This ensures our programs remain relevant, accessible, and impactful. Through applied learning, research, and community engagement, we contribute to resilience and prosperity—helping build a thriving future for Saskatchewan, one learner and one community at a time.

Suncrest College recognizes that rapid change is reshaping every facet of society and the economy. **We **EMBRACE** the vital role we play in fostering economic and social prosperity within our region and beyond.**

As a regional college, we understand the importance of preparing learners for a competitive global marketplace. Our programs align with labour market needs so that every credential leads to meaningful employment and career growth.

In today's era of digital transformation, where artificial intelligence, data analytics, and automation are revolutionizing industries, **preparing a skilled workforce to **THRIVE** in this evolving landscape is central to our mission.** We are committed to leveraging education and innovation to drive inclusive economic growth for generations to come.

b r i g h t m i n d s , b r i g h t f u t u r e s

 Our Vision

Inspiring bright futures for Saskatchewan.

 Our Mission

Connecting education and innovation, building skills to succeed in a rapidly evolving world.

 Our Values

We are...

FUTURE FORWARD

We research creative solutions, spark imagination, and embrace opportunities that transform ideas into impact.

RESPONSIVE STEWARDS

We are mindful caretakers, accountable and committed to responsible use of social, economic, and environmental resources.

EMPOWERING ALLIES

We are nurturing connectors, where people come first, creating a welcoming environment through diversity, allyship, and community.

SUNCREST COLLEGE

Strategic Plan Development



The strategic planning process included extensive consultation with learners, staff, industry partners, Indigenous community leaders, advisory groups, senior leadership, and the Board of Governors. **This inclusive approach ensured diverse perspectives shaped the college's future.**

The plan builds on a comprehensive review of the college's Mission, Values, and Vision and identifies clear Strategic Goals and Objectives. Responsibilities, timelines, resources, and key performance indicators were carefully defined to guide implementation across all departments.

The Strategic Plan is designed as a living document, with ongoing monitoring and evaluation frameworks in place to track progress, make necessary adjustments, and ensure it remains responsive to the **EVOLVING NEEDS** of the college and the communities we serve.



SUNCREST COLLEGE

Building a Thriving Future



Suncrest College is a key driver of economic growth and vitality in the Suncrest College Service Region. According to a recent economic impact study by Lightcast, the college contributed **\$119.8 million** in added income to the regional economy during the 2023-24 fiscal year.

The study highlights the broad-reaching benefits of the college's operations, learner and alumni activities, and research initiatives. During the fiscal year, the college employed **361 full-and part-time staff**, with 86% residing within the region. Operational spending combined with payroll contributed **\$16.9 million to the local economy**. Learner spending generated an additional \$9 million, reflecting the positive economic influence of the college's enrollment.



Alumni who remained in the region contributed **\$93 million** in added income, supporting approximately 812 jobs locally. Research activities added nearly \$900,000 in economic benefits, demonstrating the college's commitment to innovation and applied learning.

Suncrest College serves as a **MAJOR EMPLOYER**, an essential workforce development hub, and **CATALYST** for economic activity throughout the region.

Suncrest College students receive a **14.2% rate of return** on their education investment. For every dollar invested in the college, **taxpayers realize a 21.3% return** through increased tax revenues and public sector savings; and society benefits by \$6.60 in economic and social savings.

Beyond providing quality education and training, Suncrest College plays a critical role in strengthening the regional workforce, supporting local business, and enhancing the overall economic resilience and prosperity of the communities we serve. **These findings reinforce the importance of continued investment in Suncrest College.**

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OUR GOALS

& Strategic Priorities



1

Maximize Learner Success & Impact

- Attract learners through targeted recruitment
- Retain learners by enriching services & support
- Transition and boost opportunities for learner impact

2

Foster Indigenous Engagement

- Nurture strategic partnerships with Indigenous communities
- Enhance Indigenous learner experience and outcomes
- Prioritize our Calls to Truth and Reconciliation

3

Advance Industry, Regional & Community Growth

- Align programming to reflect stakeholder priorities
- Amplify Suncrest College's unique differentiators and impact
- Foster economic development through Applied Research

4

Nurture a Transformational Culture

- Implement a talent management plan
- Cultivate a vibrant workplace culture
- Optimize workplace processes to support innovation

5

Drive Digital and Infrastructure Resource Management

- Optimize technology effectiveness and impact
- Improve and enhance campus infrastructure and utilization
- Strengthen financial stability by broadening funding sources

b r i g h t m i n d s , b r i g h t f u t u r e s

MAXIMIZE Learner Success & Impact

Suncrest College will enhance learner success and social impact by adopting a holistic approach that prioritizes academic excellence, personal development, and social contributions.

We will enhance our visibility and awareness in the communities we serve to sustainably grow enrollment. Through strategic enrolment, we will develop robust processes across the college to effectively attract, retain, and transition students to meaningful employment.

»»» Strategies

Attract learners through targeted recruitment

- Implement a Strategic Enrolment Management plan
- Expand dual credit programming that propels high school learners to the college
- Align programming to high demand sectors and learner interest
- Develop directed recruitment campaigns that educate and attract learners to careers

Retain learners by enriching services & support

- Adopt a holistic approach to support mental health and learner success
- Identify and implement strategies for learner success
- Increase learner employment readiness through workshops and opportunities

Transition and boost opportunities for learner impact

- Showcase learner success and the unique Suncrest College experience
- Develop a multi-faceted Marketing and Alumni strategy
- Create pathways for learners to engage with communities and partners to apply their knowledge to real-world challenges

1

What **SUCCESS** looks like...

»»» THE VISION IN **ACTION**

- Staff are knowledgeable and trained on how they contribute to learner life cycle
- K-12 students state they are aware of Suncrest College and programs
- Learners state our website is easy to navigate with seamless enrolment
- Learners state they had access to high-quality supports, in-demand programming, and a sense of belonging
- Learners recommend the college as their first choice to others
- Learner equity, diversity and inclusion is celebrated
- Alumni are recognized and engaged
- Learners state they had access to industry connections during their program
- Learners state they were prepared for the global workforce and gained meaningful employment or job advancement

»»» KEY PERFORMANCE INDICATORS

- **10%** Increase in Domestic Fill Rate
- **5%** Increase in Graduation Rates
- **30%** Increase in Employer Connections



FOSTER Indigenous Engagement

Suncrest College will strengthen relationships with Indigenous communities to enhance understanding and access to educational programs that will nurture Indigenous leaders of the future.

With guidance from our Indigenous communities and the principles of Reconciliation, Suncrest College will empower learners and communities with the knowledge and skills to thrive and prosper.

>>> Strategies

Nurture strategic partnerships with Indigenous communities

- Establish communication channels that result in impactful dialogue
- Expand partnerships that advance Indigenous learners and communities
- Expand in-community programming ensuring strong linkages to employment and industry partners

Enhance Indigenous learner experience and outcomes

- Improve access to services and support, including Knowledge Keepers, Elders, and Mentorship programs
- Implement strategies to reduce institutional barriers to learning and employment
- Increase culturally relevant programming through the incorporation of Indigenous knowledge, perspectives and guidance

Prioritize our Calls to Truth & Reconciliation

- Create a Truth & Reconciliation plan
- Educate and promote the celebration of Indigenous culture and history
- Establish inclusive governance and operational recruitment practices that reflect the diversity of the communities we serve

2



What **SUCCESS** looks like...

>>> THE VISION IN **ACTION**

- Indigenous communities state they are aware of programming and who to contact at the College
- Indigenous leaders state that programming has positively impacted their communities
- Indigenous learners state they have access to necessary support services
- Indigenous learners enrol in high-demand programs
- Bridging programs are offered into high-demand programs
- Indigenous learners and communities feel represented at college
- Staff have access to opportunities that support individual and organizational reconciliation efforts

>>> **KEY PERFORMANCE INDICATORS**

- **20** Agreements with Indigenous Partners
- Minimum **25%** Indigenous Enrollment per year in credit programs
- Governance and Operational Representation reflect provincial human right statistics

ADVANCE Industry, Regional & Community Growth

Suncrest will serve as a hub for workforce development and a catalyst for regional economic activity.

Through increased industry partnership, we will advance programming to effectively meet the evolving needs of our community and industries. We will place targeted focus on high-demand sectors including manufacturing, healthcare, construction, emergency services, and agriculture.

>>> Strategies

Align programming to reflect stakeholder priorities

- Engage industry in post-secondary planning and delivery to ensure future-ready graduates
- Align corporate training and continuing education with stakeholder needs
- Advance collaborative initiatives with other post-secondary institutions and key partners in focus areas

Amplify Suncrest College's unique differentiators and impact

- Cultivate partnerships resulting in niche programming and/or pilot initiatives in emerging markets
- Implement new or revised short courses and micro-credentials
- Safeguard and elevate flagship programs and premier hubs of excellence
- Foster global citizenship in staff and learners

Foster economic development through Applied Research

- Extend the reach of applied research across the Suncrest region
- Expand applied research in identified strategic areas
- Increase a culture of innovation in staff and students

3

What SUCCESS looks like...

>>> THE VISION IN ACTION

- Partners state we build a talent pipeline for their workforce needs
- Partners state we are their first point of contact for training, applied research and innovation needs
- Partners collaborate in new programming or pilots reflective of industry demand
- Communities and businesses state the college is integral to the sustainability and growth of the region
- Learners state they have access to dynamic and modern programming
- Staff are well-informed and ambassadors of local needs
- College Economic Impact to the region continues to grow
- Employees state they are part of a cross-team innovation clusters

>>> KEY PERFORMANCE INDICATORS

- **15** Strategic Partnerships
- **4** New/niche programs per year
- **3** High impact Applied Research Projects per year



NURTURE a Transformational Culture

Suncrest College will encourage continuous growth, innovation, and positive change that enhances staff leadership and ensures optimal staffing support for programs and operations.

We will cultivate a unified and collaborative culture across all departments and campuses, we will equip staff with the necessary tools, skills, and competencies to deliver responsive and relevant programming and services that meet evolving needs of learners, partners, and communities.

>>> Strategies

Implement a Talent Management plan aligned with the strategic priorities

- Develop and implement succession plans for critical positions
- Assess organizational needs to identify, realign, and recruit talent critical to the college's success and growth
- Clarify responsibilities, roles and performance competencies for all positions

Cultivate a vibrant workplace culture

- Improve two-way communication processes between staff and leadership
- Increase engagement and understanding between campuses and departments
- Enhance staff recognition and celebration of accomplishments that align with our values and strategic priorities

Optimize workplace processes to support innovation

- Implement cross-department working groups to improve and standardize processes
- Develop communities of practice to drive strategic advancements and leverage technology
- Create development plans and provide training to increase skill and performance competencies

4



What **SUCCESS** looks like...

>>> THE VISION IN **ACTION**

- Staff engage in continuous learning and career progression
- We are an Employer of Choice in Saskatchewan
- Staff see themselves as active contributors to Suncrest's future
- Staff describe the culture as agile, empowering, and values-driven, where creativity and collaboration thrive
- Staff actively participate in events and are positive ambassadors of an inclusive environment
- Staff state they have clear responsibilities and understanding of their role
- Supervisors have a robust orientation, training and mentorship program
- Interdisciplinary collaboration is the norm, with integrated teams driving cross-campus innovation

>>> KEY PERFORMANCE INDICATORS

- **100%** of Employees with Performance and Development Plans
- **10%** Increase in Employee Engagement
- Minimum of **2** Innovation Clusters / Department / Year

DRIVE Digital & Infrastructure Resource Management

5

Suncrest College envisions a future driven by innovation and productivity through advanced learning, knowledge building, and communications platforms.

We are committed to enhancing our infrastructure and technology systems in a culturally responsive and ethical manner. We will embrace new technologies to achieve outstanding performance and transformative solutions that empower us to deliver exceptional value to our stakeholders.

»»» Strategies

Optimize technology effectiveness and impact

- Explore and advance opportunities for communication and learning platforms
- Streamline and enhance current technology systems
- Advance new technology including Artificial Intelligence, in a responsible manner that benefits learners and staff

Improve and enhance campus infrastructure and utilization

- Implement and maximize campus space utilization planning to serve programs
- Create inclusive, culturally welcoming, and safe campus environments
- Advance infrastructure renewal to meet Suncrest College's sustainable future

Strengthen our financial stability and growth by broadening our funding sources

- Discover and action opportunities to increase alternative revenue sources
- Enhance industry partner investments that drive growth and innovation across the college
- Develop capital campaigns aligned with the broader organizational goals and priorities

What **SUCCESS** looks like...

»»» THE VISION IN ACTION

- Technologies are fully realized to enhance programming and operations
- Security mechanisms work effectively to mitigate cyber risks
- Digital skills of staff and learners improve
- Data analytics are leveraged to gain insights and make evidence based decisions
- Campus master plans are available for each campus and learning center
- Staff and learners state campus is safe, accessible, and welcoming
- Suncrest is maximizing efficient use of physical assets and resources
- Satisfied partners investing in college operations and programs
- Philanthropic culture and competency established and thriving

»»» KEY PERFORMANCE INDICATORS

- Increase Technology Utilization and Impact
- Enhance Campus Utilization
- 5% Increase in total resources from non-core funding sources

Our Commitment

The Board of Governors fully endorse the Suncrest College Strategic Plan 2025–2030 as a clear and compelling roadmap for the future of post-secondary education in Saskatchewan. **Developed through a collaborative and inclusive process, the plan reflects a shared vision ROOTED IN OUR VALUES, informed by evidence, and aligned with long-term regional priorities.**

The strategic plan provides a strong foundation for innovation, resilience, and impact. This plan will guide decision-making, resource allocation, and performance measurement, ensuring Suncrest College is responsive to emerging opportunities and challenges.

In accordance with the Board of Governors Charter, the Board will:

- Approve a Strategic Plan at least every five years and review it regularly to ensure its continued relevance to the College's environment, performance, and resources
- Monitor outcomes through quarterly Balanced Scorecard reports provided by the President & CEO

The plan positions Suncrest College as a key partner in advancing the Government of Saskatchewan's educational, economic, and social goals. Through employer-focused programming, Indigenous and regional engagement, and a commitment to learner success, **Suncrest is building the skills needed for a rapidly evolving world.**

Stakeholder engagement is essential to the plan's success. Staff, leaders, partners, and community members are encouraged to align their efforts, share ideas, and contribute to the **SHARED VISION** of a **thriving, innovative, and inclusive post-secondary institution in Saskatchewan.**



 **SUNCREST**
College

Bright Minds, Bright Futures

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