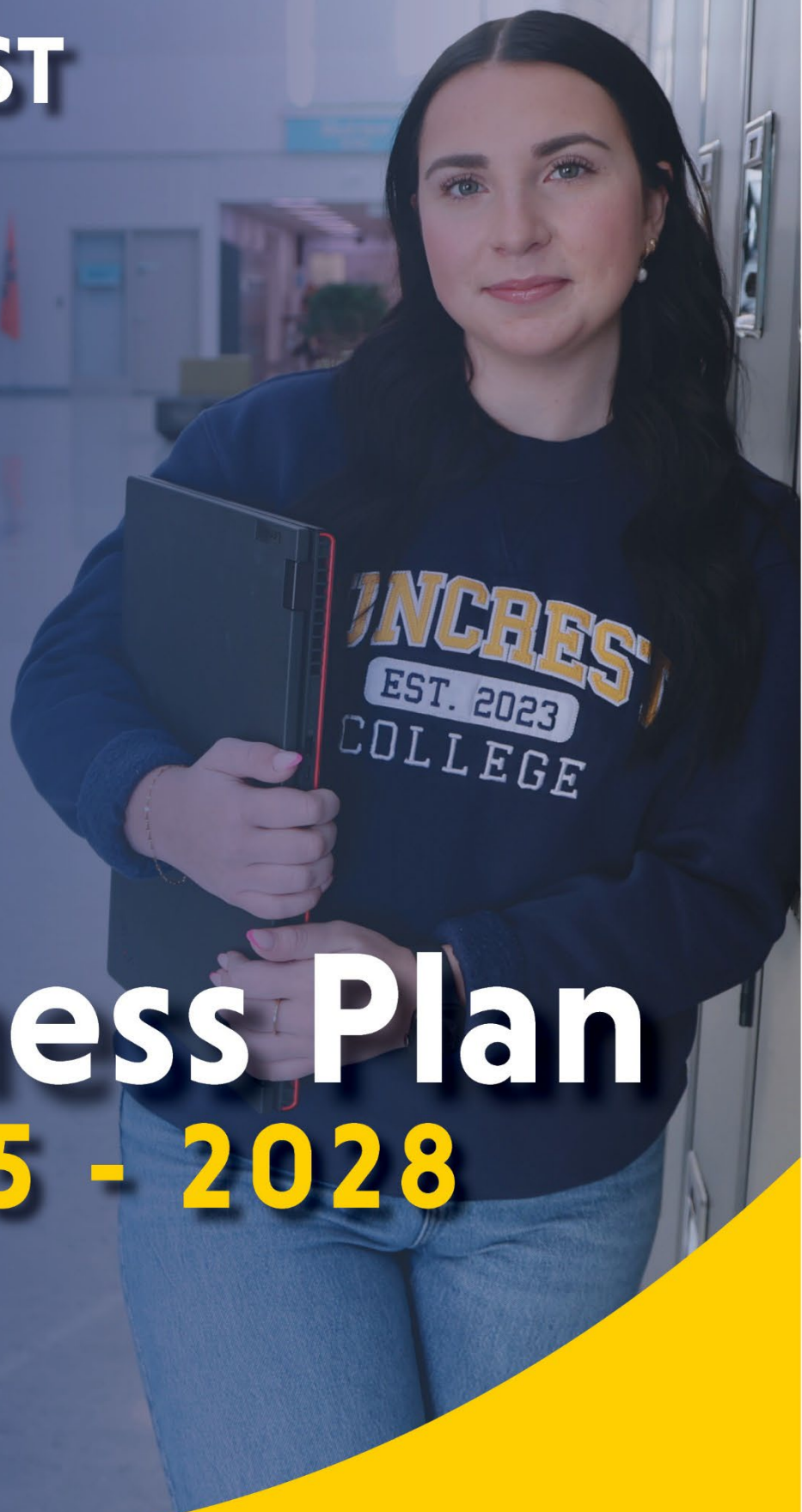




SUNCREST
College



Business Plan

2025 - 2028

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BRIGHT MINDS, BRIGHT FUTURES

Welcome to an overview of the Suncrest College Business Plan. This document outlines our strategic vision and operational roadmap for the upcoming year. At Suncrest College, we are committed to fostering innovation, expanding our reach, and enhancing the quality of education and services we provide. Our plan focuses on building strong partnerships, creating new opportunities for growth, and reinforcing our dedication to the success of our learners, partners, and communities. Join us as we embark on this journey to shape a brighter future together.

Our recent Economic Impact Study identified the broad-reaching benefits of Suncrest College's operations, student and alumni contributions, along with our research activities. The report highlights the College's role as a major employer, a workforce development hub, and a catalyst for regional economic activity. Beyond providing high-quality education and training, Suncrest College strengthens our region's workforce, supports businesses, and enhances the economic vitality of the region.

KEY FINDINGS

- Suncrest College contributes **\$119.8 MILLION** to the regional economy.
- Suncrest College's economic impact is driven by three key areas:
 - **Operations Spending Impact: \$16.9 MILLION**
 - **Alumni Spending Impact: \$93 MILLION**
 - **Student Spending Impact: \$9 MILLION**

RETURN ON INVESTMENT (ROI): FOR EVERY \$1 SPENT:

- Students earn \$1.90 in lifetime income – that is a **14.2% ROI**
- Taxpayers gain \$3.40 in added tax revenue and savings – that is a **21.3% ROI**
- Society gains \$6.60 in provincial revenue and social savings

With 92% of students remaining in the region, these findings demonstrate that **Suncrest College is a valuable investment for students, taxpayers, and society**, with a strong and lasting impact on both individuals and the regional economy.

2025 - 2028 INSTITUTIONAL PLAN

The Suncrest College Multi-Year Business Plan has been developed with a focus on government direction identified in the budget letter dated March 19, 2025, and in the Ministry of Advanced Education's and Ministry of Immigration and Career Training's 2025-2026 Business Plans.

We are committed to strategic alignment with government priorities that include:

- ensuring domestic, international, rural and Indigenous students are provided supports to enhance their success;
- providing an inclusive environment that welcomes and supports students from diverse backgrounds;
- ensuring programs and services are responsive to current and future needs of learners and stakeholders and;
- delivering high-quality programs to meet the demands of Saskatchewan's evolving labour market.

FUTURE FORWARD THINKING

In the Fall of 2025-2026, we will launch our 2025-2030 Strategic Plan. This plan aims to revitalize and refresh our priorities, ensuring our vision, values, and mission reflect unity, an expanded geographical reach, diverse student needs, and community and partner demands. The strategic plan will provide the College with clear direction, objectives, and a robust monitoring framework.

Suncrest College Strategic Plan themes:

- Maximizing Student Achievement
- Fostering Indigenous Engagement
- Advancing Industry, Regional and Community Growth
- Nurturing a Thriving Inclusive Culture
- Strengthening Stewardship of Resources: Technology & Infrastructure

The College will report on our progress in the 2025-2026 Annual Report.

STRATEGIC INITIATIVES

Suncrest College is set to finalize our Strategic Plan priorities, objectives and key performance indicators by June 30, 2025. The following chart reflects a draft outline of themes gathered from multiple stakeholder feedback sources and engagement survey results.

GOVERNMENT OF SASKATCHEWAN GOAL A Strong Economy, Strong Communities, Strong Families		
Advanced Education Goal 1 Students succeed in post-secondary education.	Advanced Education Goal 2 Meet the post-secondary education needs of the province.	Advanced Education Goal 3 Saskatchewan's post-secondary education sector is Accountable and Sustainable.
Suncrest College Goals:	Definition of Success:	Performance Measures:
MAXIMIZE STUDENT ACHIEVEMENT	Students are lifetime ambassadors for the college	Alumni Strategy
	Students recommend Suncrest to others	Student Satisfaction Survey
	Students recognize Suncrest as their First Choice	Student Satisfaction Survey
	Students have meaningful employment post-graduation	Graduations Rates, Employment Data
FOSTER INDIGENOUS ENGAGEMENT	Indigenous Representation on Board and staff	HR Dashboard
	Build future Indigenous Leaders for tomorrow	Indigenous alumni, Enrolment data, Scholarships
	Indigenous students have access to culturally relevant supports and indigenous led curriculum	Retention rates, Satisfaction survey
	Strengthened relationships with Indigenous Communities	Programming in community, Pathway programs to PSE, Partnerships
ADVANCE INDUSTRY, REGIONAL AND COMMUNITY GROWTH	More partners investing in programming	New and additional Partners
	Partners needs are met	Stakeholder Satisfaction
	Collaborations with partners to expand research and student opportunities	Applied Research Projects and Funding, Student Satisfaction, WIL, Employment Data
	Pioneering Niche programming	New programs, Pilot programs, Student Satisfaction
NURTURE A THRIVING INCLUSIVE CULTURE	Staff know and understand the new Vision, Mission and Values	Employee Engagement Survey Results
	Staff state the culture is positive, healthy and collaborative	Employee Engagement Survey Results

GOVERNMENT OF SASKATCHEWAN GOAL A Strong Economy, Strong Communities, Strong Families		
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Suncrest College Goals:	Definition of Success:	Performance Measures:
NURTURE A THRIVING INCLUSIVE CULTURE (CON'T.)	Staff state they have clear work processes and procedures	Employee Engagement Survey Results
STRENGTHEN STEWARDSHIP OF RESOURCES: TECHNOLOGY & INFRASTRUCTURE	Explore and advance technology that results in streamlined operations and robust training offerings	Employer Satisfaction, Alternative Revenue, Employee Engagement Survey, Cyber Security
	Enhance campus infrastructure and utilization	Expenses, Employer Satisfaction
	Increase diversification of funding	Alternate Revenue, Partner Investment, Capital Campaign

INTERNATIONAL EDUCATION

International student recruitment at Suncrest College aligns with the objectives of Saskatchewan's International Education Strategy and supports the immigration goals outlined in the Growth Plan. Immigration continues to be a key contributor to both the rural and provincial workforce. Through collaborative recruitment efforts with Sask Colleges, a collaboration of four regional colleges, we experienced thriving international recruitment prior to federal immigration changes. This growth was both sustainable and responsible.

INTERNATIONAL STUDENTS

Our strong support for international students, coupled with our welcoming and affordable rural communities, results in a high retention rate. Year over year, our students have expressed satisfaction with our services, and our source countries have become increasingly diverse. We are proud that many of our international students chose to remain in the province. A recent survey conducted by Sask Colleges highlighted successes in the international student experience:

- **94-99%** of individuals found the experience accessing information about our programs, applying and paying fees somewhat easy or very easy
- **85%** of graduates remained in Saskatchewan, significantly contributing to the local labor force
- **82%** of students secured employment within one month of arriving in Canada
- **90%** of students found full time permanent employment within 0-3 months after graduating

As outlined in our recent Economic Impact Study report, international student spending contributed **\$1.5 MILLION IN ADDED INCOME TO OUR REGION**. The results of this study underscore the significance of recruiting international students to our college communities.

With federal immigration policy changes, we have witnessed higher study permit refusal rates and low application volume. Our program seats were significantly reduced with business programs (Global Business Management, Business Management and Office Administration) becoming ineligible for Post Grad Work Permits (PGWP). At our peak, Suncrest College welcomed 155 international students. However, for the 2025-26 academic year, we anticipate that only 33 of our 62 target seats will be filled with new students. This decline is attributed to the damage to the Canadian brand and reductions in the Post-Graduation Work Permit (PGWP) and Saskatchewan Immigrant Nominee Program (SINP). These challenges will impact the viability of our programs, particularly the Continuing Care Aide certificate, and limit our ability to produce skilled graduates who contribute to the rural workforce. Additionally, we expect our source countries to be restricted, likely to only India and the Philippines.

INTERNATIONAL STUDENT RECRUITMENT			
2022-23	2023-24	2024-25	2025-26
68	155	146	33 new & 30 returning

STUDY ABROAD STUDENTS

Through the federally funded Global Skills Opportunity (GSO) program, Suncrest College provided study abroad opportunities to 10 domestic students annually over the past three years. The GSO program offered Indigenous and low-income learners fully funded, short-term cultural exchanges to other countries. These study abroad programs built global skills for the workforce and enhanced learning opportunities for rural Saskatchewan students. With the elimination of GSO, we were unable to offer outbound mobility to domestic students in 2024-25. Recognizing the value and transformative impact of study abroad experiences, we will establish alternative means

to renew outbound mobility for 10 domestic students in 2025-26, collaborating with partners from our international development projects. Future study abroad opportunities will focus on short-term cultural immersion experiences.

Domestic Outbound Mobility				
2021-22	2022-23	2023-24	2024-25	2025-26
10	10	10	0	10

CONTINUED COMMITMENT TO GLOBAL OPPORTUNITIES

Despite significant changes in federal immigration policy, we remain committed to Saskatchewan's International Education (IE) Strategy. This strategy establishes a global framework to attract international students to our province and provides outbound mobility opportunities for domestic students.

To enhance the Saskatchewan brand and expand our international network, Suncrest College will continue our collaboration with Sask Colleges to navigate the evolving landscape of international education and ensure the success of our Globalization Strategy. This strategy includes fostering international student success, promoting global citizenship, and supporting sustainability through international education.

with the current agreement expiring on August 31, 2025. Participation in this committee supports collective policy development, consistent application of the shared CBA, professional development opportunities and targeted HR projects.

HUMAN RESOURCE PLAN

The Human Resources department at Suncrest College is dedicated to supporting the institution's Business and Strategic Plans by enhancing the employee experience, managing change effectively, preparing for the future of work, and attracting top talent. By focusing on these key areas, we foster a motivated, agile, innovative, and high-performing workforce that can meet current and future organizational goals. The Human Resources team will focus on the following strategic goals and priorities for the 2025 – 2027 academic years:

EMPLOYEE EXPERIENCE

COMMITTING TO INNOVATION:

By leveraging existing and advanced technology to its full potential, reviewing and revising processes and procedures and by collaborating with internal stakeholders, the HR department will prioritize the efficient use of resources.

BUILDING WORKFORCE RESILIENCE:

With **95%** of our staff agreeing with the statement *“I am confident in my ability to adapt to new circumstances”*, we know that Suncrest staff have embraced organizational agility post-merger. With a continued commitment to mental health and wellness support and enhanced performance management practices, we are confident that our workforce is well prepared for future growth.

NURTURING CULTURE, REVITALIZING ENGAGEMENT AND PERFORMANCE MEASURES:

With a continued commitment to initiatives designed to engage employees, celebrate organizational achievements, and nurture a culture of collaboration, Suncrest College intends to increase employee engagement. We will bolster our performance management processes, invest in training for supervisory staff and focus on building relationships with our union partners.

FUTURE OF WORK

UPSKILLING EXISTING WORKFORCE:

By fostering a culture of lifelong learning, we empower our employees to embrace innovation, enhance productivity, and drive organizational success. Investing in upskilling is not just a strategic imperative; it is a commitment to our employees' growth and well-being. As we prepare for the future of work, we will ensure that our workforce is equipped with the knowledge, skills and abilities to seize new opportunities and contribute meaningfully to our strategic goals.

ENSURING CONTINUITY WITH ROBUST SUCCESSION PLANNING:

To ensure business continuity and promote employee growth, the Suncrest College HR department will enhance our succession planning initiatives. By identifying critical positions, we will cultivate a team of skilled leaders and educators who can successfully meet the future needs of our learners and community stakeholders.

TALENT RECRUITMENT

PRIORITIZING RECONCILIATION, EQUITY, DIVERSITY AND INCLUSION:

Suncrest College is dedicated to fostering a diverse and inclusive environment where every individual feels valued, respected, and empowered. We are committed to ensuring our policies promote inclusivity, actively seeking opportunities for diversity in our hiring practices, and emphasizing diversity and inclusion in mandatory staff and leadership training.

ATTRACTING TOP TALENT:

By promoting our organizational values in recruitment branding, we will showcase the positive corporate culture to future employees. Recruitment of qualified personnel in some of our smaller campus communities can be a challenge, but high retention rates result in consistent staffing levels in all departments.

The Human Resources department works collaboratively and fosters strong relationships with all College departments to provide effective services and a high level of expertise and support. Staffing projections for the 2025-2026 fiscal year are as shown in the following table along with projections for 2026-27.

Function	Scope	2023-2024 Actual	2024-2025 Forecast	2025-2026 Budget	2026-2027 Estimate	Comments / Change Rationale
Student Support	In-Scope	16.64	18.00	17.02	17.00	Estimating a modest reduction with vacancy management and by shifting campus coverage.
Student Support	Management (OOS)	1.05	1.00	1.00	1.00	No change projected.
Program Delivery	In-Scope	93.95	89.35	92.12	92.00	Projecting a modest reduction in some program areas (AE) with an increase in others (Fire) for 25/26.
Program Delivery	Management (OOS)	5.35	5.22	6.50	6.50	Recruitment to fill a vacant position in Business Development is intended to increase programming in the future.
Operations	In-Scope	20.23	20.99	18.55	18.00	Projecting modest decrease in 25/26 through vacancy management.
Operations	Management (OOS)	11.39	13.07	13.37	12.00	Estimating 26/27 reduction in OOS staffing with vacancy management and portfolio restructuring.
Total		148.61	147.63	148.56	146.50	

Chart numbers in FTE (Full time equivalent)

PROGRAMMING

2025-26 New Initiatives	Business Certificate expanded to Melfort via in-class, synchronous, virtual delivery.
	CCA - In consultation with Saskatchewan Health Authority, the CCA program delivery was restructured in Melfort to better allow students to work while attending the program.
	Diagnostic Medical Sonography - 6 seats in the new fall intake and 6 students continuing into year two.
	Early Childhood Education – New full-time Diploma offering in Yorkton. Continued Dual Credit options in AE & with the North East and Good Spirit School Divisions. Bursaries, offered in partnerships with the Ministry of Education Federal Childcare initiative, will be available to students who complete Level 2.
	Part-time Professional Firefighter Qualifications- – The addition of PT professional firefighting courses to meet the needs and schedules of volunteer departments.
	Power Engineering Lab Training - Partnership with Sask DLC and Sask Poly to deliver 120 hours of Power Engineering lab training to Sask DLC students.
	Welding – Addition of a Welding program in Melfort. Targeted funding from 2024-25 was deferred to the 2025-26 year.
	BIED second cohort – Resumption of our Yorkton intake and the addition of a northern cohort in our Bachelor of Indigenous Education program to be offered at a northern campus.
	Offering Practical and Applied Arts Adult Education Programming to bridge learners to apprenticeship, as part of the Saskatchewan Youth Apprenticeship Program in Tisdale in 2025-26.

2025 - 26 PROGRAMMING

Program Name	Location	Start Date (MM/DD/YYYY)	End Date (MM/DD/YYYY)
Agriculture Equipment Technician	Yorkton	9/8/2025	6/5/2026
Business Certificate (F2F & Remote Sync)	Yorkton & Melfort	8/28/2025	4/28/2026
Business Diploma	Yorkton	8/28/2025	4/28/2026
Carpentry Certificate	Nipawin	8/25/2025	4/24/2026
Continuing Care Assistant - Full Time	Yorkton	9/2/2025	5/29/2026
Continuing Care Assistant - Full Time (Semester 2)	Yorkton	8/18/2025	12/19/2025
Continuing Care Assistant - Full Time (Semester 1)	Yorkton	2/2/2026	12/18/2026
Continuing Care Assistant - Full Time	Melfort	8/26/2025	6/19/2026
Continuing Care Assistant - Part Time	Fort Qu'Appelle	8/25/2025	TBD 2026
Continuing Care Assistant - Part Time	Canora	8/25/2025	TBD 2026
Continuing Care Assistant - Part Time	Melfort	9/16/2025	4/30/2026
Diagnostic Medical Sonography - UltraSound (Y2 of 3)	Yorkton	8/25/2025	6/30/2026
Diagnostic Medical Sonography - UltraSound (Y1 of 3)	Yorkton	8/25/2025	4/24/2026
Early Childhood Education - Full Time (Y1 of 2)	Yorkton	10/6/2025	6/19/2026
Early Childhood Education - Part Time - L1, L2 & L3	Tisdale	7/3/2025	9/10/2025
Early Childhood Education - Part Time - L1 & L2	Yorkton	9/10/2025	TBD 2026

Program Name	Location	Start Date (MM/DD/YYYY)	End Date (MM/DD/YYYY)
Early Childhood Education - Part Time - L1	Melfort	1/22/2026	6/6/2026
Earlychildhood Education-Part Time - L2	Nipawin	9/15/2025	5/9/2026
Early Childhood Education - Part Time - L2	Yorkton	9/10/2025	TBD 2026
Early Childhood Education - Part Time - L3	Tisdale	9/11/2025	6/26/2026
Educational Assistant - Part Time	Tisdale	9/11/2025	26-Jun-26
Firefighter - NFPA 1001	Melville	7/2/2025	8/15/2025
Firefighter - NFPA 1001	Melville	4/16/2026	8/17/2026
Firefighter - NFPA 1001	Melville	multiple	multiple
Heavy Equipment and Truck & Transport Technician`	Yorkton	9/2/2025	5/29/2026
Medical Laboratory Assistant	Yorkton	8/25/2025	4/30/2025
Office Administration - F2F & remote Sync	Tisdale & Remote	8/27/2025	5/2/2026
Part Time Health (BIOL 102 & 103 & Med. Term.)	Yorkton	9/9/2025	TBD 2026
Power Engineering 3rd Class	Yorkton	9/2/2025	12/19/2025
Power Engineering 4th Class	Yorkton	9/8/2025	4/17/2026
Practical Nursing (Semester 2, 3 & 4)	Yorkton	8/25/2025	6/12/2026
Practical Nursing (Semester 2, 3 & 4)	Melfort	9/2/2025	6/12/2026
Primary Care Paramedic (August 2025 Start)	Melville	8/25/2025	10/30/2026
Primary Care Paramedic (May 2026 Start)	Tisdale	5/1/2026	8/31/2026
Welding Applied Certificate	Melfort	10/1/2025	3/13/2026
Welding Certificate	Yorkton	9/2/2025	5/29/2026

PROGRAM CAPACITY, PROJECTED ENROLMENTS

(Full-time and Part-time) & FLE

Program Categories	2024-25 Forecast				2025-26 Budget				2026-27 Estimate				2027-28 Estimate			
	CAP	FT	PT	FLE	CAP	FT	PT	FLE	CAP	FT	PT	FLE*	CAP	FT	PT	FLE*
Skills Training																
Institute credit	596	373	195	334.1	492	362	114	322.0	531	414	117	369.0	531	414	117	369.0
Apprenticeship	24	21		7.5	24	24		14.0	24	24		14.0	24	24		14.0
Industry Credit		44	904	33.4		40	2500	45.8		40	2550	47.0		40	2550	47.0
Non Credit		0	1400	11.0		0	1942	14.5			1980	15.0			1980	15.0
Total Skills Training	620	438	2499	386.0	29	426	4556	396	555	478	4647	445	555	478	4647	445
Adult Basic Education																
Total AE Credit	212	168	144	132.9	185	180	10	205.7	190	185	10	210.0	190	185	10	210.0
Total AE Non-Credit	267	272	143	104.8	252	277	146	156.3	280	280	150	160.0	280	280	150	160.0
Total Adult Education	479	440	287	237.7	437	457	156	362.0	470	465	160	370.0	470	465	160	370.0
University																
University Credit		147	57	105.8		140	60	147.25		150	80	150		150	80	150
Total	1099	1025	2843	729.5	466	1023	4772	905.6	1025	1093	4887	965.0	1025	1093	4887	965.0

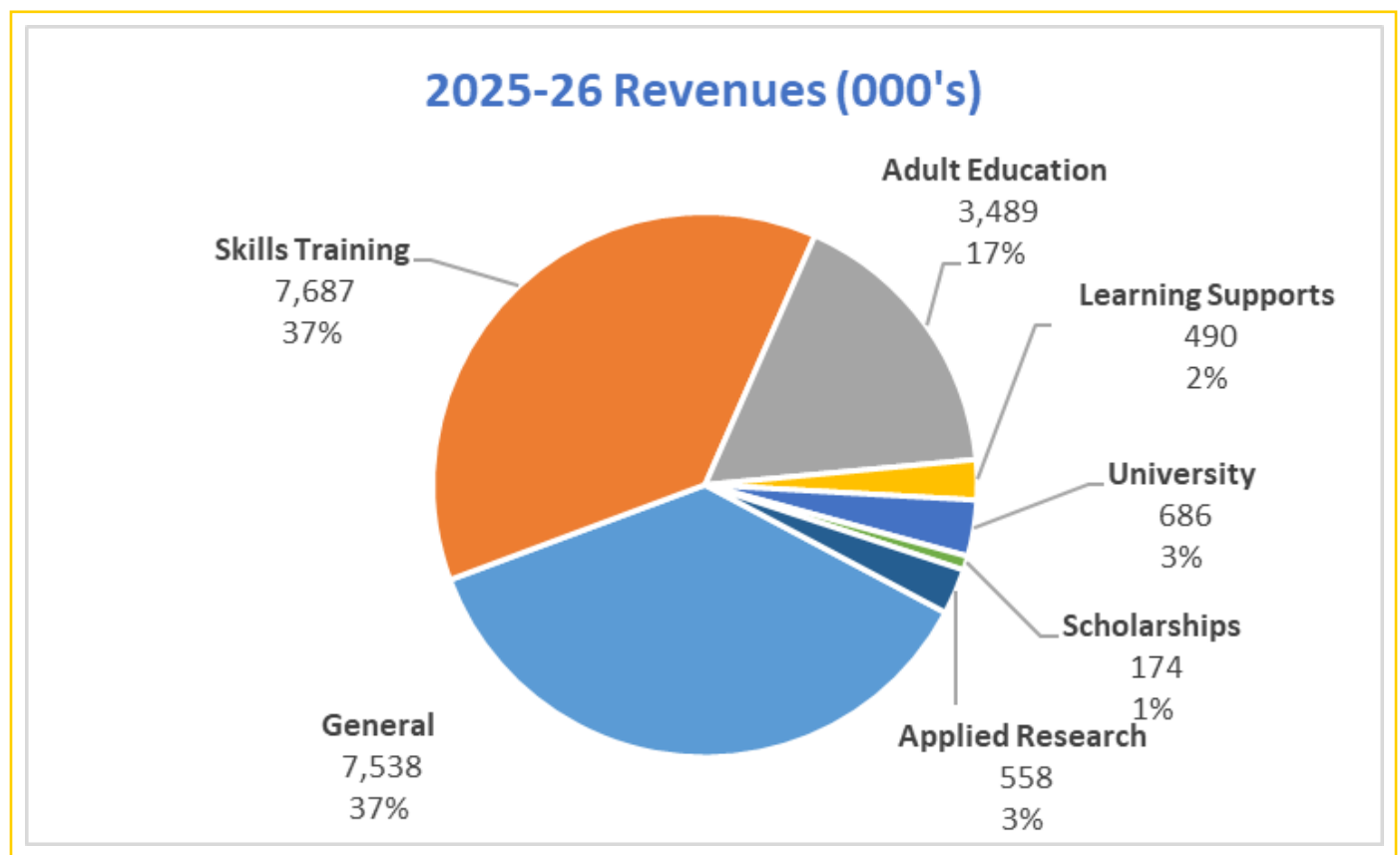
Program Categories	2024-25 Forecast	2025-26 Budget	2026-27 Estimate	2027-28 Estimate
	FLE	FLE	FLE*	FLE*
Skills Training				
Institute credit	334.13	322.0	369.0	369.0
Apprenticeship	7.46	14.0	14.0	14.0
Industry Credit	33.37	45.8	47.0	47.0
Non Credit	11.02	14.5	15.0	15.0
Total Skills Training	386	396	445	445
Adult Basic Education				
Total AE Credit	132.9	205.7	210.0	210.0
Total AE Non-Credit	104.8	156.3	160.0	160.0
Total Adult Education	238	362	370	370
University				
University Credit	105.79	147.25	150	150
Total	729.5	905.6	965.0	965.0

All upcoming year calculations are based on 80% of program capacity.

2025 – 26 REVENUE BUDGET

OVERVIEW OF REVENUE BY SOURCE

Provincial	\$13,637,706
Federal	\$313,283
Contracts	\$1,766,867
Interest	\$360,000
Tuitions	\$3,790,732
Donations	\$87,100
Other	\$666,575
Total	\$20,622,263

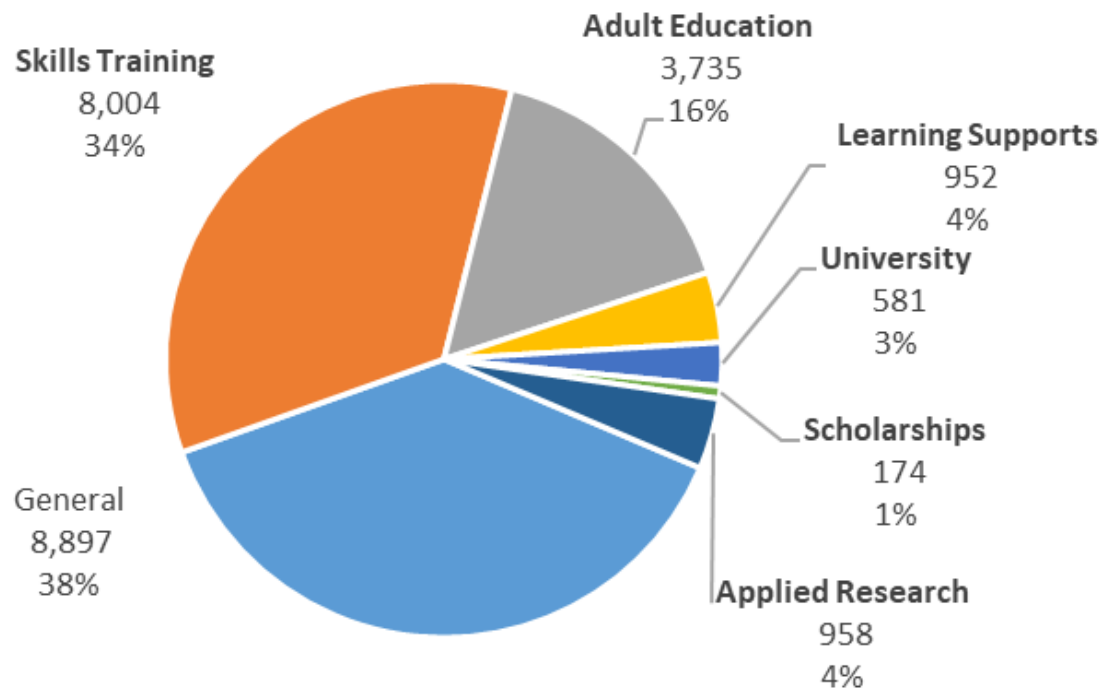


2025 – 26 EXPENSE BUDGET

OVERVIEW OF EXPENSES BY CATEGORY

Agency Contracts	\$1,778,495
Amortization	\$772,000
Equipment	\$428,362
Facilities	\$1,007,444
Information Technology	\$671,488
Operating	\$3,491,562
Personal Services	\$15,152,118
Total	\$23,301,496

2025-26 Expenses (000's)





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