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STRATEGIC PLAN  
2025

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## Message from the Board Chair and the President

# WRITING A NEW CHAPTER AS A CONTEMPORARY ACADEMIC INSTITUTION

At NorQuest College, we understand that the world is changing and so is learning. If we want to increase our relevance in the post-secondary market, we need to push boundaries, move out of our comfort zones, and become more self-sufficient. As a contemporary academic institution, we must write a bold new chapter in our history and be more strategic in how we use limited resources to help learners succeed.

*IMAGINE: NorQuest 2025 Strategic Plan* is our framework for success. By 2025, you will witness the emergence of NorQuest College as a key player in Alberta's economy. Everything we do will be geared toward our ultimate outcome: ensuring our learners and our college improve the social and economic well-being of Alberta and its people.


This requires us to take innovative, disruptive steps to become a more entrepreneurial organization that can continue to grow and diversify. To do so, we must increase the scope and value of our offerings. We will take our profits and reinvest them in our mission.

As a contemporary post-secondary institution, we will continue focusing on learners and quality while delivering to the needs of industry and the public sector. We will maximize opportunities that others don't see.

With our tireless emphasis to provide learning that equips people with the knowledge and skills a modern, multicultural workforce demands, we are driven by knowing our learners have a huge advantage: NorQuest College graduates are in-demand because they immediately add value to their employers and community.

I invite you to step forward and help turn the pages of this compelling new chapter in our organization ...

... and imagine the NorQuest College of the future.



**Alan Skoreyko**  
Chair, Board of Governors



**Dr. Jodi L. Abbott, ICD.D**  
President and CEO

# WHAT SUCCESS LOOKS LIKE

Too many people in this province are unemployed or underemployed because they live without the benefit of a college education. NorQuest College has an amazing opportunity to change that.

As a contemporary academic institution, we must continue our efforts to understand what skills are in demand by employers, what progressive teaching and learning methods are essential, and what programs are sought after by learners. It's imperative that we continue to work closely with business and industry to understand what they want and need. This approach will ensure that NorQuest stays relevant to our learners, to employers, and to the economy.

Another priority is upholding our mandate as a regional education steward. We will not lose sight of our mission to provide flexible learning opportunities for all, and continue with applied research which informs our programming, propels economic development, and helps build communities.

Our success also depends on increasing the scope and quality of our credit offerings to attract both local and international learners. At the same time, expanding our continuing education and custom training offerings, tailored to industry and the public sector, ensures that employers can depend on NorQuest College graduates to hit the ground running when they enter the workforce. When our economy evolves, our alumni will adapt with new competencies to stay on top of the game.

The return on investment to the province is in the thousands of learners who earn more and participate more productively in Alberta's increasingly diversified economy.

Our successes to date are impressive, but we need to aim higher and go further. New technology, increased globalization, growing populations, changing needs of employers, and students who demand innovative education are just some of the major

factors that drive our advancement. We must not only keep pace with constant change by adapting to it, we must anticipate change, and take risks to meet it head on. Our learners' success depends on it – and so does the future of NorQuest.

Up until now, our college has relied heavily on government funding. This is not viable in the months and years ahead. As education and the role of academic institutions evolve, so do the funding models that support them. Our opportunity to grow is intrinsically tied to our financial strength. If we are to continue making a difference – in students' lives and in helping drive a resilient and diversified Alberta economy – we must be masters of our own fate. NorQuest needs to find new and innovative ways to fund programs that enable us to educate and train a highly-skilled workforce, ready to succeed in today's ever-changing world. We must concentrate on what's important and remain focused on our mission. It's critical that we do more if we are to excel and increase our relevance as a contemporary academic institution.

To survive and prosper, we must be innovative AND disruptive. How? By doing things better, and by doing new things that make old things obsolete. A disruptive post-secondary institution pushes boundaries of how it works with learners, the community, and employers to help everyone achieve their mutual goals. This requires continuous review of the programs we offer, giving us the courage to make uncomfortable, yet strategic choices. We must focus on education that is profitable and fundamental to who we are and the communities we serve. The rewards will come as we reinvest in programs that are cutting edge.

Our strategy is bold, because it has to be. At the same time, we will not change course haphazardly, forgetting who we are as an institution and why we exist: to educate.



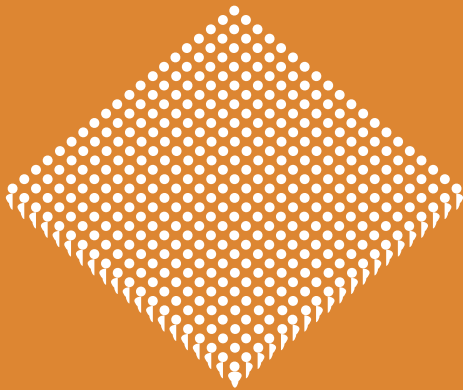
BY 2025 NORQUEST COLLEGE WILL...

**GROW**

our economic impact to

**\$1 BILLION**

ANNUALLY IN ALBERTA



**PROVIDE**  
**40,000**  
**LEARNERS**

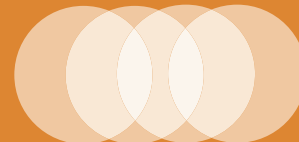
annually with the workforce-relevant  
education highly-competitive  
employers demand in an increasingly  
globalized society



**INCREASE**  
our operating budget to  
**\$250**  
**MILLION**  
**PER YEAR**



**MAXIMIZE**  
our brand recognition



**ACHIEVE**  
top quartile employee engagement  
among North American  
post-secondary institutions



“

I loved my  
instructors.  
They taught  
me everything  
I needed to  
know to start  
managing a  
doctor's office.

”

# WORKFORCE RELEVANCE

## We teach the skills for success in Alberta's economy

We provide learners with a dynamic education that prepares them for success in both career and life. This means focusing our energy on educating people and developing their competencies to become uniquely qualified for today's workforce. It is about equipping people with the resources, knowledge, and skills highly desired by employers.

NorQuest stays relevant to learners and the workforce by considering business and industry as our partners in education. Employers value their relationship with our college because we strive to understand their specific needs and plan our programming accordingly. Our workforce-relevant programs makes NorQuest an agile, market-focused organization; this empowers us to contribute to Alberta's economy through the jobs we create, businesses we run, and services we offer.

Our confidence in this strategy drives us to be nimble and innovative. We're never satisfied with current thinking; we're on top of tomorrow's demands today. We look for opportunities and solve problems creatively. When we see a gap, we bridge it, taking full advantage of the latest teaching and learning methods that best respond to workforce demand and our learners' needs.

### Initiatives

- Accelerate program development in alignment with workforce needs.
- Through input from our Workforce Advisory Council, other industry, and public sector advisors, shape future delivery mechanisms and program content to ensure NorQuest learners and graduates are highly sought-after.



**ROBIN TREMBLAY** was looking for a new direction in life. She found it in the Medical Office Administration program at NorQuest College. The program is a partnership between NorQuest College and Rupertsland Institute, an organization dedicated to assisting Métis individuals obtain training and education to help their careers.

Two years after graduating, Tremblay is now the Head Medical Office Assistant at the busy White Oaks Medical Clinic in Edmonton.

"I pretty much do almost everything here," she says. "Everything from greeting patients to taking their vitals to handling referrals and scheduling appointments."

Tremblay is very enthusiastic when she talks about NorQuest College.

"I loved my instructors. They taught me everything I needed to know to start managing a doctor's office."



“  
As a newcomer to  
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Now, my education  
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# UNIQUE MARKET POSITION

We unlock the potential of people from all walks of life

We are unique because of who we serve – an exceptionally diverse learner population.

We attract learners from all walks of life on the basis of our programming, quality, learner experience, and the return on investment in a NorQuest College education. We are the disruptive post-secondary institution that employers look to for skilled workers who can enhance their competitiveness and productivity. Employers know our savvy response to their needs comes from a real understanding of today's changing world, both socially and economically, as well as culturally.

In a real sense, our learners represent the modern face of Canada. We are an incredibly diverse campus, and proud of it. Our thinking is not only informed by our dedicated faculty and staff who are encouraged to incorporate new ideas and new practices, but from the experience of a student body whose backgrounds span the globe. It is our priority to help shape the ever-evolving face of our country by embracing the diversity that has become such a crucial part of our NorQuest community.

While our campus network is local, our scope is global. Our robust education offerings provide a solid foundation for NorQuest to attract international learners, investors, and partners. Our unique identity gives us a real advantage to continually improve the society of Alberta and beyond.

## Initiatives

- Enhance NorQuest's national and global reach as experts in diversity and inclusion training. This includes leadership in Indigenization and intercultural training that both upholds Canadian values and establishes a competitive advantage for our clients, partners, and learners.
- Establish NorQuest's service excellence in facilitating recruitment and matching of job seekers with employers and industry.



"When we first came here, we had nothing in our hands," says **SAMINA YASMIN**, who arrived in Edmonton with a husband and five children in 2011 from Pakistan. "But when you want something, you have to make yourself strong and that's what I did."

Now a licenced day home practitioner, Yasmin's NorQuest education was her source of strength during a time that was very difficult. Not long after arriving in Canada, her husband fell ill and was unable to look for work in his profession as a civil engineer. Faced with no income and a

family to care for, Yasmin took control and went back to school.

She began English as a Second Language classes and worked her way up to the Day Home Provider program in just two years. She credits her instructors for helping her to remain focused when it could have been easy to give in.

"NorQuest helped me a lot. As a newcomer to Canada I didn't know how to communicate with others effectively here. Now, my education has given me a lot of experience and knowledge to succeed in business."





Keyera staff training in a realistic firefighting scenario.



# ENHANCED PRESENCE

**We are recognized and valued by Albertans and beyond for education that strengthens quality of life**

Our reach into the communities we serve is growing every year. Government values our approach to community, and industry partners seek us out because of our solid reputation for producing talented individuals who can quickly and skillfully join the workforce.

However, continual growth is crucial to enhancing our relevance in today's post-secondary marketplace. We must compete successfully for local and international students, and produce graduates who are in-demand in today's diverse workplaces. This requires us to become better known and respected in Edmonton, Alberta, Canada, and internationally.

By continually seeking new methods to improve our visibility in the community and beyond, our enhanced presence ensures we are sustainable and profitable. At the same time, we will continue to be known for our college's soft skills in creating the right atmosphere for learners and providing a positive environment for learner success.

We understand that without education, our economy, our society, and our future is put at risk. Enhancing our presence helps to ensure we are recognized for our powerful impact on Alberta's economic well-being.

It is not just our graduates who have the confidence to aim high; so does their college. Watch us as we reach new heights in contributing to the health and prosperity of our province.

## Initiatives

- NorQuest brand recognition is evidenced by maximized enrolment in flagship programs.
- Create industry partnerships that lead to investment and joint venture opportunities.



When people think of firefighting, they think of their local fire hall and red trucks racing to emergencies. It is less likely they realize how industrial sectors rely on the skills and knowledge of a fire fighter too.

Oil and gas, forestry, mining, and even indigenous communities require full fire crews that are ready to go 24 hours a day and seven days a week. Safety is the priority, and often these organizations turn to NorQuest College to deliver.

Keyera, one of the largest independent midstream energy companies in Canada, was

struggling to find industry-tailored training, which was not available in Alberta at that time. NorQuest was there to help. Coordinating their training, NorQuest got Keyera the specialized training they needed and built confidence in their skills.

Keyera's emergency response technician, Ken Haeberle, is thrilled this opportunity exists in Alberta.

"Working with NorQuest ... allowed my team to get the training we needed, where we needed it, and quickly."

# WHO WE ARE AND HOW WE BEHAVE



## VISION

NorQuest College is a vibrant, inclusive, and diverse learning environment that transforms lives and strengthens communities.

## MISSION

NorQuest College inspires lifelong learning and the advancement of career goals by offering relevant and accessible education.







## VALUES

We value people. We:

- treat people with integrity and respect
- empower and encourage risk taking
- celebrate commitment, contribution, and accomplishments
- promote health and wellness

We value the quality of the processes we use in reaching our goals. We:

- demonstrate a learner-centred approach
- set clear expectations, measure results, and demonstrate accountability
- promote teamwork, cooperation, and sharing throughout the college
- follow fair process in accomplishing our objectives

We value learning. We:

- foster creativity, innovation, and critical thought
- encourage growth, development, and lifelong learning
- build on the diversity of our learners, employees, and partners

We value our role in the community. We:

- display leadership and responsibility for our outcomes
- partner to achieve community goals

## OUR PROMISE

Maximizing opportunities that others don't see.



# HOW WE CONDUCT OUR BUSINESS

The NorQuest College Board of Governors reaffirmed the organization's commitment to the following Business Model Principles. These principles guide how the college will create, deliver, and capture value when implementing *IMAGINE: NorQuest 2025 Strategic Plan*.

## Learner Centred

- We anticipate, understand, and respond to our learners' needs.
- We deliver programs that provide value to learners' career goals.
- We use processes that empower our learners.

## Market Driven

- We anticipate and respond to market demand for our programs and services by developing business opportunities and influencing demand.
- We proactively design and deliver programs and services that are relevant to both the workplace and to learners' career paths.

## Evidence-Based Decisions

- We make decisions based on data and information, such as financial data, market data, performance data, impacts, and relationship data.
- We make decisions based on evaluation of risk, opportunity, and viability.
- We consider business opportunities that have various levels of risk and financial return.

## Integrated Organization

- We function as an integrated organization with shared goals, role clarity, and accountability.
- We create processes that often cross organizational structure boundaries to achieve expected outcomes of the college.
- We ensure the path to decisions is clear and accessible.
- We ensure that integrated processes are transparent, so that each stakeholder in a process understands the roles of everyone in the process.

## Entrepreneurial

- We are alert to, and create, opportunities.
- We are innovative and flexible in assembling the required resources to capitalize on an opportunity.
- We strive for profitability where the opportunity exists, to help offset the cost of pursuing other important priorities for our communities and learners.

## Quality and Continuous Improvement

- We define standards of quality and performance for all aspects of the college.
- We define expected outcomes and then measure and report our performance against those targets.
- We monitor our improvement and influence organizational behaviour through tools such as a balanced scorecard and performance feedback.





**NorQuest College** | A proud partner in Campus Alberta

10215 – 108 Street NW  
Edmonton, Alberta, Canada T5J 1L6

Step Forward  
[norquest.ca](http://norquest.ca)

Printed in Canada  
February 2018

