LETHBRIDGE COLLEGE

STRATEGIC FRAMEWORK

THE ROAD TO ACHIEVING OUR VISION AND MISSION

Lethbridge College

BE READY.
On behalf of the Board of Governors and the Executive Leadership Team, we’re pleased to share this Strategic Framework, capturing how we will deliver on our vision of preparing learners and shaping communities.

The framework flows from our 2023 Road to Ready process, which invited people inside and outside of our institution to reflect on who we are and what we do. The results are captured in our vision, mission and values. This framework also outlines our imperatives and drivers – what we must do to deliver on our promise to learners and the community.

This document should guide each of us at Lethbridge College in our big-picture thinking and our daily decision-making, and it should empower us to pursue excellence by focusing on what matters most. Committing to this framework, we can be ready to make Lethbridge College the best it can be.
Our strategic framework outlines our vision, mission and values, which collectively are our commitment to all who learn and work at or partner with our institution. The framework also outlines our strategic imperatives and drivers, which collectively are what we must do to successfully deliver on that commitment.

This framework should guide us for years to come, barring something significant changing in our landscape. We think of our vision and mission as our destination, so our values, strategic imperatives and drivers are the essentials for our road trip. Think of them as food, fuel and a reliable vehicle.

OUR STRATEGIC FRAMEWORK
Our guide to what we do and how we do it

VISION + MISSION ➔ STRATEGIC IMPERATIVES ➔ OPERATING PLAN

VALUES ➔ DRIVERS

OUR COMMITMENT
We are dedicated to carrying out this important work with care.
We will move forward ever focused on meeting the needs of today, building the capacity for tomorrow and protecting the future in achieving our vision.
VISION

PREPARING LEARNERS. SHAPING COMMUNITIES.

MISSION

We embrace our responsibility to students, employees and partners who look to us for learning, opportunity and belonging.

VALUES

Caring. Dedicated. Responsive.

Caring. We are a community committed to one another. This genuine caring motivates us to build relationships, offer support and encourage success.

Dedicated. We are driven in the pursuit of our vision and steadfast in our commitment to provide opportunities to learn and grow.

Responsive. We are connected, forward-thinking and agile. We are ready for what happens next.
STRATEGIC IMPERATIVES

These are what we must do remarkably well to achieve our vision. **Imperatives are not the same as goals.** We may make progress toward a goal but fall short of reaching it. Imperatives are not optional. We must deliver on all four:

- Exceptional **student experiences**
- Dynamic, **responsive programs**
- Exemplary **employee culture**
- Deliberate **community connections**

DRIVERS

These are five considerations that must be made as part of our daily work. All five should be considered together to power our initiatives and propel us to our destination:

- **PEOPLE**
- **PARTNERSHIPS**
- **PROGRAMS**
- **PROCESSES**
- **PLACES**

OPERATING PLAN

The actual road map—our guide to getting there—is our operating plan in which we will map out specific goals, initiatives and metrics to ensure we are heading toward our vision and mission. Like the map for any good road trip, we can expect detours, sudden stops and side attractions to happen. This operating plan is dynamic. We learn and adjust as we go. **Our operating plan is where we can be nimble, but our focus is never far from our destination (our vision and mission).**
HOW WE USE THIS FRAMEWORK IN OUR DAILY WORK

The strategic framework isn’t something that should live on a shelf. It should be a reference in our daily work. It should help guide our decisions and test new ideas, reconsider existing efforts and focus our work on what matters most to ensuring we are preparing learners and shaping communities. These conversations about imperatives, must-dos and want-to-dos should be happening on every team. The strategic framework is for every employee, not just leadership.

START BY THINKING DEEPLY ABOUT OUR STRATEGIC IMPERATIVES.
Everything we do should be contributing to at least one imperative, if not more than one:

Exceptional student experience:
ENHANCE THE HOLISTIC DEVELOPMENT AND SUCCESS OF EVERY STUDENT

We must create an environment where students gain skills, confidence and resilience to thrive in their personal and professional lives. We must provide supportive and engaging teaching and learning environments.

Dynamic, responsive programs:
DEVELOP AND DELIVER RELEVANT PROGRAMS

We must prepare learners for challenges and opportunities by emphasizing the importance of adaptability, lifelong learning and skill acquisition. Our programs must align with evolving societal needs, labour market trends and global standards, while also offering comprehensive and relevant learning and research opportunities.
Exemplary **employee culture:**

**ENRICH A THRIVING, ADAPTIVE AND INCLUSIVE WORKPLACE CULTURE.**

We must equip our teams with the skills and mindset necessary to adapt to changing circumstances, creatively apply new knowledge, and drive innovation that ensures our continued relevance and success. We must cultivate a welcoming, inclusive atmosphere that champions continuous learning, personal growth and collective knowledge-sharing at every level of the organization.

Deliberate **community connections:**

**STRENGTHEN OUR ENGAGEMENT WITH LOCAL AND GLOBAL COMMUNITIES.**

We must be an active participant in community development, contributing to social, economic and environmental well-being. We must consult and interact with key stakeholders through strategic, reciprocal partnerships, collaborative projects, research and community service.

**NEXT, FILTER OUR WORK THROUGH THE FIVE DRIVERS.**

Think of drivers as a checklist for every new initiative. If something isn’t working as well as expected, revisit the drivers to consider what critical piece may be missing.

- Have we ensured we have the right **PEOPLE** and **PARTNERS** at the table?
- Is this a program we need? Will this initiative affect other **PROGRAMS** which may already be working toward a shared goal?
- Have we nailed down a **PROCESS** or considered what existing processes will be affected?
- Finally, have we considered **PLACES** – what environments are needed to support success for this work?

**We can’t succeed with just one of the five drivers.**

**WE NEED ALL OF THESE DRIVERS WORKING TOGETHER TO ACHIEVE SUCCESS.**
WHAT HAPPENS NEXT MATTERS MOST.