



RLC Strategic Plan | 2021 - 2024

Foundations For Growth

For 53 years, Rosseau Lake College has nurtured our students within nature. We have encouraged their growth in becoming impactful members of their communities; in understanding and respecting the environment; and in becoming their best selves. In this most challenging of times, our students, staff, families, friends, and alumni have shown that RLC is not only a school, but also a community like no other.



**Mr. Vogt's
outdoor biology
class at RLC**





In the past three years, RLC has made significant advancement in academic programs, campus facilities, student life, and community engagement: all goals we established in our previous plan, Future Forward. While poised for continued growth, our current plan takes a more prudent position for the 2021 to 2024 planning cycle based on significant risks in the external environment. For the next three years, we will focus on foundations for growth. While the pandemic has caused strains and stresses, it has also brought the opportunity to create more detailed and effective plans for us to grow in the decade ahead.

It is our belief, reflected in our renewed vision, that RLC will need to meet an increasing demand for a unique and exceptional educational experience for Grades 6 to 12 students motivated to learn in a multidisciplinary outdoor setting. Our staff must be provided with the opportunity for professional growth and inspiring career opportunities. We will continue to strengthen our commitment to the land and our community for the benefit of future generations.

Rosseau Lake College will continue its practice of sound financial management and robust governance practices. The Board, in its oversight capacity, conducts yearly environmental scans to ensure RLC is sufficiently focused, supported, and differentiated to ensure its continuing growth.

Vision

We will be the school of choice for students looking to be conscientious stewards of our ever-changing world. The RLC family will reflect the global nature of learning; our campus will be a home that inspires deep connections to the environment; and our values will reflect our Roots and guide us into the future.

Mission

We create extraordinary learning opportunities rooted in meaningful experiences in our unique natural environment. RLC is a family with global citizenship that supports one another to be the best of ourselves, throughout our lives.

Core Values

For anyone who has been a part of the RLC family for any length of time, it does not take long to see what has guided the school to be what it is today.

Community

We are a community like no other. We embrace all who land on our shores, pass through our gates or enter our hearts.

Gratitude

We are grateful for the opportunities to be part of each other's learning journeys, to become our best of self, and for all that the natural world provides for us.

Resilience

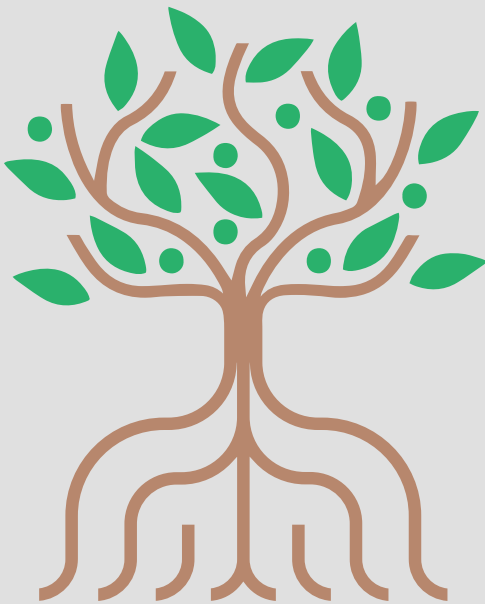
We accept the challenges presented to us to grow physically, emotionally and mentally stronger.

Authenticity

We demonstrate who we are in an honest and transparent manner.

Diversity

We are a welcoming community that is reflective of the world we live in and respectful of diverse opinion and thought.



Unique Value Proposition for RLC Students

Students graduate from Rosseau Lake College with a strong sense of self according to each of our six Rosseau Roots, and the knowledge and skills that will allow them to truly thrive in the next phase of life.

Thoughtful

We are members of the natural world. We work to understand it so that we may better respect and protect it. With love, gratitude, compassion and humility, we embrace learning and growth with an open mind, while allowing and even inspiring others to do the same.

Persuasive

The natural world needs us, and we have the competence, confidence and character to advocate for it, our community and ourselves. We express ourselves persuasively and with a sense of responsibility and honesty.

Adventurous

The natural world challenges familiar comfort and ease. We embrace challenge as an opportunity for personal growth. With courage, we learn from adversity, find passion in learning, and expand our depths and capabilities.

Creative

The natural world poses complex problems. We never stop inquiring, working to better understand challenges. As solution-seekers and systems-thinkers, we embrace challenges as opportunities for creativity and innovation.

Self Aware

The natural world removes us from distraction and allows for contemplation. We embrace the opportunity to connect with self, to understand who we are, enabling us to navigate the world at large with integrity.

Community Minded

The natural world unites us. We actively support each other, meeting each challenge with an open mind. We are connected with one another and collaborate over long-lasting and meaningful relationships. We value the collective efforts of our community and are proud to contribute to its success.



Objectives

“

I came to this place to appreciate the people and natural beauty. I came to learn, inspire and support. For me this is a place of unlimited possibilities and deep spiritual connection”

Dave Krockner
Head of School, 2021



Student Experience

A.

Student experience begins with recruiting and selecting students who will thrive in the RLC environment.

1. We will develop a three-to-five-year admissions, marketing, and communications strategy by December 2021. Target student numbers and tuition/ ancillary fee increases will be identified.
2. Admissions will develop and implement an admissions, marketing, and communications plan by December 2021. Admissions priorities will include:
 - Student number targets
 - Student selection criteria refinement
 - Recruiting markets selection

B.

Our primary defining experience is of being a school that focuses on experiential outdoor education. Programming will identify and improve our outdoor educational offerings and capabilities to ensure we meet, and strive to exceed, client expectations.

C.

Through continued partnership with our First Nations communities, we will grow our Seven Generations Program in depth, breadth, and impact to a standard that is nationally recognized by January 2024. Students will transfer and apply key learnings to demonstrate awareness and actionable outcomes addressing Equity, Diversity and Inclusion.

Rosseau Lake College acknowledges that our school is on the traditional Territory of the Anishnaabek Nation territory of the Ojibway people, whose presence here reaches back to time immemorial.

We respect the Land Title Rights and Treaty Rights of all Indigenous Peoples across this land. We are fortunate to live and learn on this beautiful land. This privilege came at a cost. The Anishnaabek lost land and sovereignty. The impact remains today, manifested in physical and spiritual ways. We have important work to do.

We know the impact of colonialism on Indigenous Peoples' traditions, beliefs and land. As shared stewards of this land, we must go beyond acknowledgement, and further educate and empower our students to create equality for all people while establishing environmental strategies for a sustainable future.

Healing and respect for people and the land is a shared commitment for Rosseau Lake College.

The RLC family must reflect on these statements and be inspired to take action.



Our Team

With the dedication and professionalism of its team, RLC has sustained an active learning community through the decades. To ensure our team grows both professionally and personally, we will invest in our most important resource.

Management will:

- A. Undertake a workload review in 2022 and restructure our organization as required;
- B. Create a staged staffing plan in 2022 for enrolment at various growth levels;
- C. Identify and budget for Professional Development programs that meet targeted organizational needs annually
- D. Conduct and support regular teaching evaluations and improvement opportunities, in addition to annual performance reviews.



Our Campus in Nature

For many years, we have analyzed and studied the future of our campus buildings and spaces, and their roles and impact on the land. Additionally, we have recently moved forward on several residence-building projects.

- A. We will develop and approve a ten-to-fifteen-year Campus Master Plan by January 2023;
- B. Undertake a gap analysis of our facilities and infrastructure at various enrolment levels by September 2022;
- C. Implement a long-term maintenance program that marries with the Campus Master Plan and Gap analysis by December 2022

Management will:

- i. Complete all projects currently in progress by June 2022; and
- ii. Identify and complete outstanding high priority maintenance issues by December 2022.



Engaging the Extended RLC Family

It is important to recognize that the future of RLC is dependent on its past. For over half a century, RLC has seen thousands of students and their families become part of the larger RLC community. We must ensure that we never lose sight of the contributions our Alumni, parents, families, and supporters have played in making RLC what it is today.

- A. We will develop a three-to-five-year Advancement Strategy, focusing on engagement, relationship-building, and philanthropy by May 2022;
- B. Advancement will develop and start implementation of an Advancement Plan, including the resources needed to execute the strategy by September 2022;
- C. Advancement will coordinate and assist with the execution of priorities of the Campus Plan.
- D. The Board will assist, through a Fundraising Cabinet, with the achievement goals set out in the Advancement Strategy



Risk and Reward

As we plan to build on existing solid foundations, RLC must ensure that a focus on rewards is balanced with a thorough risk analysis. From waterfront activities to communicating our brand, risk and risk mitigation must be top of mind for all staff, students, and board members. To address risk management properly, we will:

- A. Complete the implementation of the Risk Register by March 2022 and ensure everyone on campus can identify and help solve issues
- B. Develop and implement a Crew Resource Management Program for staff by Jan 2023
- C. Conduct a policy and procedures review in 2022 to:
 - i. Ensure cohesiveness and completeness
 - ii. Reflect the current environment
 - iii. Address responsibility and accountability
 - iv. Ensure outcomes are fair and just.



Coordination and Execution

Regular monitoring and assessment of targets and goals will ensure that we maintain focus and that our efforts yield the desired results. In short, RLC will use the principles of good business governance in the execution of this plan. We will:

- A. Maintain the RLC Mission, Vision, Values, and Objectives of this plan as the guidance for our actions
- B. Communicate the progress made to all stakeholders in a timely and regular manner
- C. Audit on a regular basis not only the achievements but also the effort and resources used in goal attainment
- D. Scan the operating environment and prepare for the next cycle of strategy development and execution
- E. Begin the process of a 'continuous improvement system,' whereby RLC will gather and analyze important data for future improvements in our strategy execution.



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