

# College of the North Atlantic **Strategic Plan 2014-2017**

June 30, 2014



# Message from the Board Chair

June, 30, 2014

On behalf of the Board of Governors, I am very pleased to present the Strategic Plan for College of the North Atlantic. As we head into our 50<sup>th</sup> year of continuous education and training at the college level in this province, the timing is right to launch new directions for the future. This document begins the articulation of a bold new vision for our institution, one that has been created from the input of over 1,500 individuals across the province including students, employers, educational partners, community representatives, faculty and staff.

In 2014-15, the public and our students expect the College will reposition to respond to the changes in this province. The new economy implications for our institution are enormous: reduced reliance on public funding; changing student demographics and demand; globalization and the increased competition for students and faculty, and the emergence of new social media which has changed how people act, interact, engage with and access services.

Our stakeholders spoke very clearly on what they view as our most critical priorities. Their vision is one that we fully share....that of a strong, dynamic and cohesive organization delivering the kind of education and training needed in a globally connected world. My message to those who helped shape the thinking that went into this year's planning process is a resounding THANK-YOU. Not only did you take the time to tell us what you appreciated about the College and your experience with it, you were clear on where we can and must improve.

This plan is our response. A response to students who are asking for a superior and consistent learning experience; a response to employers and community partners who are seeking flexible, real-time solutions to their business and workforce development requirements; a response to Government who have asked us to transform ourselves to focus more of our resources to labour-market priorities and partners; and a response to our faculty and staff who are asking that we become better connected as an organization with the supports they need to excel.

These requests are neither simple nor short-term to address. They are, it is fair to say, charting a new direction that will take a concerted effort over a multi-year period to complete. The College has consequently revised its vision and mission for this strategic plan to reflect the consultation outcomes and in particular, the need to reposition the organization to respond more effectively to regional and economic changes in the province.

In the pages that follow you will find our planned actions and activities for the first three years of our transformation process. College of the North Atlantic is a category one public body under the *Transparency and Accountability Act*. This strategic plan was prepared in accordance with requirements under the Act and with full consideration of the strategic directions of the Provincial Government for the provision of post-secondary education in Newfoundland and Labrador. At the same time it is in keeping with strategic plans of higher education institutions in Canada.

As the Board of Governors of the College, we are accountable for the preparation of this Plan and for the achievement of the specific goals and objectives contained herein.

A handwritten signature in black ink that reads "Cheryl Stagg". The signature is written in a cursive, flowing style.

Cheryl Stagg, Chair  
Board of Governors, College of the North Atlantic

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## Introduction

In 1963 post-secondary education in Newfoundland and Labrador expanded with the opening of Trades and Vocational School campuses throughout the province. Over the last 50 years college education has evolved and responded to the education and training needs of this province. Today, College of the North Atlantic (CNA) has multiple campuses and delivers programs and services to almost 30,000 students a year, both here and abroad. Its geographic reach includes a significant number of students taking courses and programs in China and Qatar. The College was also recently ranked number three in Canada for research investment among colleges and institutes.

The 2014 to 2017 planning cycle represents a significant milestone to the College. 2013-14 was the 50<sup>th</sup> anniversary of continuous delivery of certificate and diploma level education in Newfoundland and Labrador. Over that period the public post-secondary education system has undergone numerous changes.

Entering 2014-15 the “challenge to change” continues, as the public and our students expect the College will reposition to respond to the regional and economic changes being experienced by this province. The implications for our institution are enormous: reduced reliance on public funding; changing student demand and demographics, globalization and the increased competition for students and faculty; and the emergence of new social media which has changed how people act, interact, engage with and access services. All are challenges that require bold planning and focused long-term action. These realities, combined with the expectations of our stakeholders, have led the College to revise its vision and mission for this plan to ensure we are positioned to respond effectively to regional and stakeholder needs.

### Evolution of the Applied and Vocational Education System in NL

Year	Milestone
1963-67	Public post-secondary education system created in the province with the establishment of 17 District Vocational Schools, the Heavy Equipment School and the College of Trades and Technology
1977	Bay St. George Community College is created
1987	District Vocational System and the Community College is restructured into two Institutes and five Community Colleges
1992	The two institutes and five colleges are merged to form five regional Colleges of Applied Arts, Technology & Continuing Education
1996-97	Colleges Act passed creating a single provincial College from the five regional Colleges. New provincial College - College of the North Atlantic - opens its doors to citizens September 1997
2006	College completes major expansion of trades and apprenticeship programming
2011	President launches province-wide visioning process to guide future development of the College
2014	Celebration of 50 years of publicly funded trades and post-secondary certificate and diploma level training in NL

## Planning Process

This year’s planning process was committed to engagement – both within and external to the College community. In total, more than 1,500 individuals were engaged in some way in discussions on the issues that faced the College and the province. Participants provided their views on how CNA needs to be responding to those issues, especially with respect to the province’s labour market challenges. Planning sessions included:

- President’s visioning process involving staff, students and faculty (1,100 participants).
- External community consultation session on priorities for the next three years (70 participants).
- Campus and Headquarters facilitated sessions (29 sessions, 330 participants).
- Student feedback was provided through a provincial consultation call with members of the College of the North Atlantic Student Union.
- Select interviews were conducted with major private stakeholders - primarily employers. Industry information was augmented by independent regional analysis provided by the Atlantic Province’s Economic Council (APEC).

# College Overview

College of the North Atlantic operates a multi-campus network that reaches into all regions of the province. Our student population is drawn from all areas and from every demographic. The College currently has 17 campuses, an extensive outreach delivery capacity, and several international partnerships serving more than 30,000 full and part time students in technical, trades, applied arts, apprenticeship, continuing education and contract training programming around the world.

### *Our Programs*

Within the province, we offer more than 100 distinct full-time programs and more than 300 part-time courses across five schools: Engineering Technology and Natural Resources, Industrial Trades, Business and Information Technology, Applied Arts and Academics and the soon to be expanded School of Human and Health Sciences.

### *Our Students*

We graduate more than 3,100 individuals annually from our certificate, diploma and advanced diploma offerings in the province. In addition, we serve on average 1,300 apprentices a year, providing block training that enables them to advance through their apprenticeship program and prepare to write their journeyman certification examination. As of 2012-13 our student body was divided approximately equally between males (51%) and females (49%).

Our international development projects and education partnerships currently span at least three world regions - China, the Middle

East, and most recently South America – and we have an active history in the Caribbean, as well as other areas. Our largest international presence is in Qatar where we provide the CNA brand of technical, trades, English as a Second Language, access and related programming to more than 3,000 students through the State technical college in Doha. Our programs in China serve approximately 1,100 students annually.

### *Financial Summary*

College of the North Atlantic had gross expenditures of \$132.2 million in 2013-14 and employed approximately 1,250 people (46% male and 54% female) in full and part time positions in the province, and another 500 individuals (mainly Newfoundlanders and Labradorians and other Canadians) abroad.

The largest source of revenue, \$59.1 million (46%), was the annual grant-in-aid provided by the provincial government, with the next two main sources consisting of Instructional (25%) and International including the Qatar project (8%).

The greatest expenditure in the College was in support of instructional programs at \$68.7 million (51%) followed by Administration (12%) and Student Services (8%).

Campus Locations - College of the North Atlantic



## Mandate

College of the North Atlantic is a community and technical college that exists to advance the labour force, industry and training needs of Newfoundland and Labrador, both at home, and abroad. The College fulfills its mandate through the development and delivery of introductory and advanced educational programs, through partaking in applied research and technology activities that benefit communities and industry, and through operating as both a student responsive and labour market results-oriented institution.

The College operates under *The Colleges Act, 1996* and is responsible for carrying out those duties prescribed by section 15 (1) of the Act. These responsibilities span academic, administrative and governance functions, including the power to identify the educational needs of persons in the province as well as the education and training requirements of the labour market, and, subject to budget approval, provide the courses and programs to meet those needs.

## Clients

College of the North Atlantic has two primary clients. The first are individuals who are enrolled, or who are planning to enroll in a program, course, apprenticeship block or other training initiative offered and/or certified by the college. The College also serves the province's industry and community development partners by collaborating on applied research, supporting technology transfer and adaption, customizing employee training solutions, and making faculty knowledge and experience available to the community.

## Vision

The vision of College of the North Atlantic is of a community of life-long learners who are driving the social and economic growth of Newfoundland and Labrador and who contribute to their community through their knowledge, skills, and innovative and entrepreneurial spirit.

## Lines of Business

As of 2014-15, the College operates three lines of business:

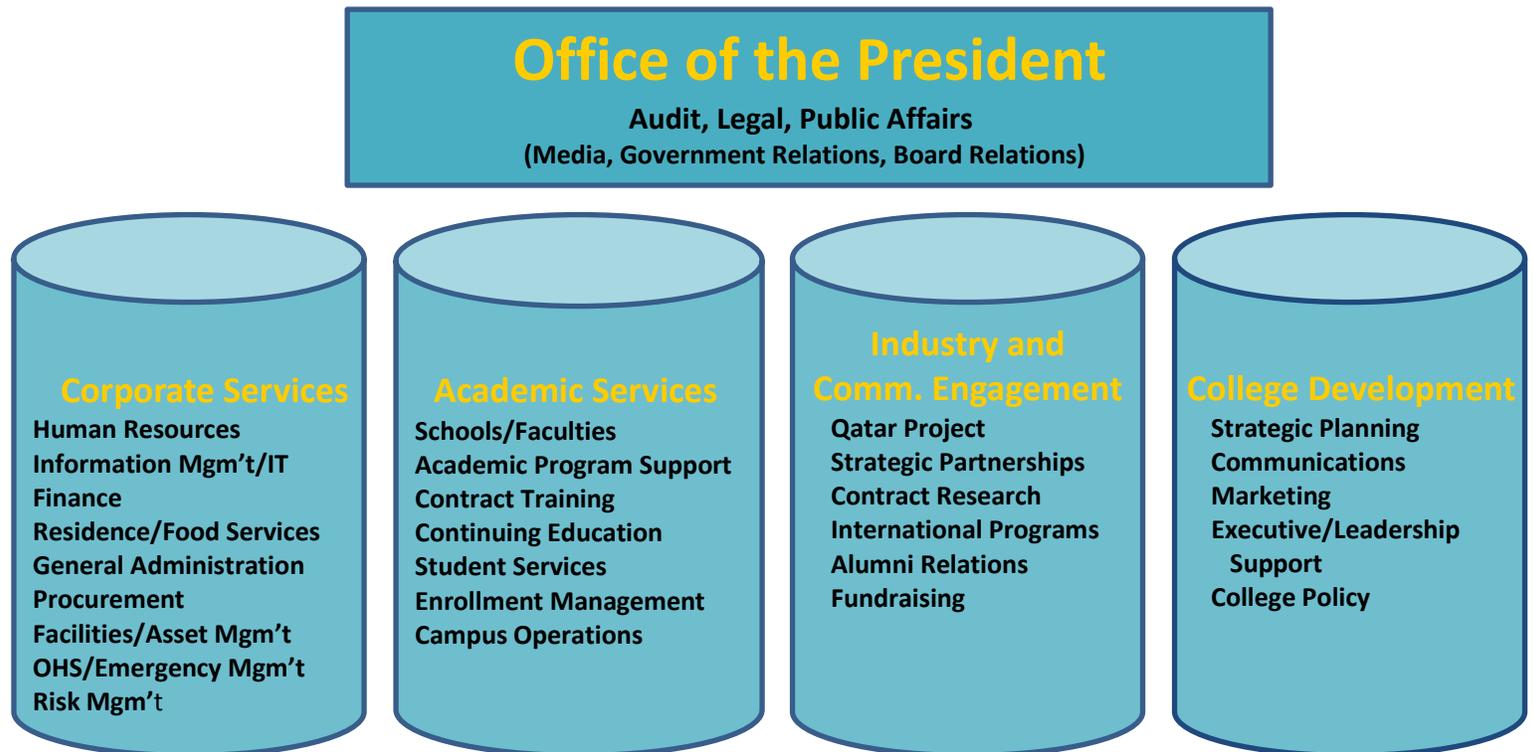
- **Teaching and Learning** – encompassing academic, contract training and continuing education programs and learner services provided to individual students, including international students studying here and abroad. We support the personal and career development of our learners in every decision made, with the intent of creating a positive environment for effective learning and engagement. We respect the diverse profiles of our learners, and endeavor to provide comprehensive services and student supports. College of the North Atlantic's curriculum, teaching and support services are characterized by knowledgeable, enthusiastic faculty building on strategies that suit learners' needs delivered in an atmosphere of dignity and mutual respect.
- **Industry and Community Engagement** - focused on external partnerships and the effective development, management and delivery of College projects – local, national and international. This line of business is inclusive of international business contracts, community and business partnership development, college foundation activities, and alumni relations. It is through these activities that College of the North Atlantic's reach truly spans the globe, although it is at home in Canada's youngest province that our roots are most firmly planted.
- **Applied Research and Innovation** – encompassing industry and university research partnerships and locally focused applied research and technology transfer activities. College of the North Atlantic is committed to promoting a research and innovation culture in the province by

supporting groundbreaking research at the stage where innovative products and services are created. Applied research at College of the North Atlantic contributes to the learning environment, supports student engagement and complements local business investment and development.

While delivery of the lines of business is a shared responsibility of the whole organization, executive leadership of the teaching and learning activities resides with **Academic Services**. The new Office of **Industry and Community Engagement**, once established, will lead the college's externally focused engagement activities as well as its international partnerships and research and innovation initiatives.

Academic, partnership and campus operations are supported by two central functions: **Corporate Services**, responsible for effective business operations; and **College Development**, responsible for strategic management and progressive development of the institution.

Over the next three years the College is re-structuring to a four-pillar model (see diagram below) that ensures the organization is responsive to student needs, aligned with the labour market, positioned to address the expectations and needs of industry and community partners, and focused on student success.



## Our Mission

In 2013, following the first major organizational review of the College since its inception, external consultants recommended complete realignment of the college structure, vision and mission to enable it to function as a cohesive “one-college” organization replacing the current “loose confederation” of campus operations. In their view, without these changes the primary academic mission of the College would continue to be subordinate to administrative and campus interests. Their resulting recommendations are intended to return students, and the teaching and learning that is going on around them, to the centre of the College’s operations.

The recommendations provide for different resourcing of campuses based on relative size and complexity of their operations. To better support the College’s smallest campuses, the Rural Campus Network will be formalized and additional leadership resources provided. Realignment will be proceeding as retirements or resignations of existing staff allow position changes to be implemented without layoff. Consequently it is anticipated restructuring will take a minimum of 3 to 4 years to complete.

These quite significant organizational shifts, along with emerging financial challenges as well as direction from government to improve operational efficiency, have provided the impetus to initiate a major transformational process beginning with realignment of the College’s academic, administrative and financial operations. As a result it was necessary to revise the College’s 2011 to 2017 mission statement to reflect the very significant and sustained college-wide effort that will be needed to achieve the new model.

The new mission statement for the college is:

By March 31<sup>st</sup>, 2017 College of the North Atlantic will have begun to transform into a seamless and connected one-college system capable of delivering the highest quality programs and supporting the success of learners, industry and communities.

*Measure:*           **Begun to transform into a seamless and connected one-college system**

*Mission Indicators:*

- Restructuring of the college system to transform operations and streamline delivery of programs and services was begun
- A renewed and streamlined administrative model for supporting campuses was created
- Mechanisms to support quality in program development and delivery were initiated
- Teaching and learning plan was developed
- Schools were resourced to support province-wide development and implementation of programs
- Academic planning processes were reviewed to ensure student and industry demand are at the forefront

## Our Values

**Learners First** – We ensure learner success is at the center of all our decisions and actions.

**Individual Effort** – We seek to achieve the highest effort in the delivery of programs and services, striving for excellence in a teaching and learning environment, and quality in all that we do.

**Innovation** – We support our students, faculty and staff to explore new methods, including the use of available and emerging technology, to optimize operations and support teaching, learning and research.

**Honesty and Integrity** – We carry out our activities with honest and integrity. We honor our commitments, are accountable for our actions, and follow through on our promises and agreements.

**Respect** – We respect individual dignity and expect each other to communicate in a manner which considers the intended audience and supports individuals so that each person feels valued and supported as a critical member of the college community.

**Transparency** – We work and communicate in a truthful, open manner; we disclose information with full respect for confidentiality and privacy, and we practice transparent accounting and financial reporting.

**Industry and Community Engagement** – We engage with learners, industry, communities and our alumni and other stakeholders to ensure our teaching, learning, and research and development activities support the development of healthy industries and vibrant communities.

## Identification of Issues

To support the planning process, extensive environmental scanning was completed including reviews of education and training trends, consideration of emerging issues, analysis of economic and labour market reports and review of the strategic directions of government. Key themes emerging from the scanning process were brought to a series of consultation forums for further review and validation with College stakeholders. As a result, our external priorities for action have been substantively defined by our stakeholders, including our industry and government partners.

Our internal analysis was completed using institutional data along with the results of previously conducted functional reviews, audit reports and gap analysis. In addition to internal information, the planning analysis was further informed by a comprehensive, nationally comparative organizational study conducted for the College by external consultants.

The internal analysis and environmental scan results, when combined, identified the following significant educational and organizational challenges facing the College:

- we must improve our capacity to respond to market demand, whether student or labour market driven
- we must do more to address student needs and improve retention and success across our schools and programs
- we must deliver consistent, quality programs and services
- we need a renewed and streamlined administrative approach to supporting our campuses
- we must do more to attract, retain and support our faculty, staff and managers
- we must foster an engaging, open and dynamic environment for our employees
- we have to close the gaps with prospective students, employers and community

## Goals and Objectives

To begin to address these challenges, two main priorities have been identified for the next three years.

### Strategic Issue 1: Superior and Engaged Learning

As the only public college in the province, College of the North Atlantic has a special responsibility to serve **all** citizens of the province. Using our multiple campus locations across Newfoundland and Labrador, our online and distance delivery capability and our innovative approaches to onsite and blended learning, we are bringing our programs to as wide an audience as possible.

Since 1997, the College has been meeting the education and training needs of the province and the labour market through its more than 100 programs of study, spanning entry level training to graduate

diplomas. The College is proud of its track record, attaining and maintaining exemplary status for 100 per cent of programs where national certification or accreditation is available. This record is a testament to the quality and dedication of our faculty and staff, and is a benchmark we must continue into the future.

Student expectations in 2014 are vastly different from what they were at the College's creation. Technology has fundamentally changed how people act, interact, engage with and expect to access services...including education and training. Our students connect with each other and the world through new forms of interaction in a fast paced, changing environment. Our communities and industries are competing for workers in a labour market that is now globally connected and increasingly competitive. And the pace of change is now so rapid, that what is current today will likely be replaced by next generation technology twelve months from now. We live in an "on demand" world and our operations are being continually tested to adapt.

College of the North Atlantic has always endeavored to provide relevant regional programming to all parts of the province. Today, the College recognizes we are part of a global network of citizens, industries and communities and that to remain relevant, our programming needs to reflect a broader international reality if our graduates are going to be ready to compete in the labour market. Our efforts must also focus on student engagement, retention and success to form a true student-centered learning experience. In this way the College will address the strategic directions relating to post-secondary education, particularly the component for high quality programs that contribute to the social, cultural and economic development of the province.

**Goal 1:** By March 31, 2017 College of the North Atlantic will have the components in place to support a superior and engaged learning experience.

*Measure:* Components are in place to support a superior and engaged learning experience

*3-year Performance Indicators:*

- A College-wide Teaching and Learning Plan has been developed
- Strategic Enrolment Management structure has been created and resourced
- Academic planning has been linked to student and industry need
- Teaching supports, inclusive of the appropriate use of educational technologies, have been identified

#### **Annual Objective:**

By March 31, 2015, CNA will have commenced development of a college-wide teaching and learning strategy to optimize student retention and success.

*Measure:* Commenced development of a teaching and learning strategy

*Performance Indicators:*

1. Engaged staff to identify teaching supports
2. Consulted with students to identify learning and engagement needs
3. Initiated assessment of technology requirements to support teaching and learning activities
4. Developed a framework for a college-wide teaching and learning strategy

Year 2

By March 31, 2016, the College, in conjunction with teaching and learning strategy development, will have created programs to support exemplary teaching and learning.

Year 3

By March 31, 2017, the College will have created diverse engagement opportunities with learners and faculty as per the teaching and learning strategy framework.

## Strategic Issue 2: Industry and Community Engagement

In 2014 – 15, the public and our students expect the College will respond to the new economy changes in this province. Our province is on the move, generating new and exciting opportunities and we must ensure that we are moving with it – providing the education, training and community and industry assistance to support our changing economy. The implications for our institution are enormous: staying in front of industry developments including technology change, forecasting and matching program offerings to a constantly shifting labour market; responding to globalization and the increased competition for employees (including our own) and supporting our business community through innovation in applied research and technology adaptation.

Our partners, including provincial and Atlantic region employers, are telling us they need a forum for planning and for action. That our role is not just to ensure we are working together to meet current labour market needs but also to help them look into and prepare 3-5 years into the future. We are responding to that call by creating flexible capacity to address immediate training priorities and we are implementing a new structure to lead industry and community engagement along with our international activities. We will be ensuring our technical assistance and applied research activities are aligned with our industry partnership and engagement goals. In this way the College will address the strategic directions relating to labour market enablement and post-secondary programming.

**Goal 2:** By March 31, 2017 College of the North Atlantic will have established an industry and community engagement function to lead international development activities and industry and community partnerships.

*Measure:* Established an industry and community engagement function

*3-year Performance Indicators:*

- Office of Industry and Community Engagement has been established
- Industry and Community Engagement strategy has been designed
- Projects have been initiated with industry and community partners
- International Strategy has been designed
- Feasibility of establishing a College Foundation has been assessed

### Annual Objectives:

By March 31, 2015, the College will have built effective connection points to engage its diverse market partners

*Measure:* Built effective connection points

*Performance Indicators:*

- Office of Industry and Community Engagement has been established
- College has been profiled with diverse stakeholders
- Annual formal consultation has been held with stakeholders
- Major projects training has been identified or is underway

Year 2

By March 31, 2016, the College will have an engagement strategy in place to support industry and community partners

Year 3

By March 31, 2017, the College will have a comprehensive international strategy designed

## Notes

1. All financial information provided is from the 2013-14 audited financial statements of the College.
2. Statistics on in province enrolments and number of employees are from the 2012-13 academic year, as reported in the College's Annual Performance Report.
3. Certifications awarded are from the 2011-12 academic year as reported to the EMSI economic impact analysis.
4. CNA-Q enrolment statistics are from 2013-14 report to the Supreme Education Council, State of Qatar.
5. China statistics are provided by the China Project Office and are based on 2013-14 reported activity.

## APPENDIX A STRATEGIC DIRECTIONS

The Board of Governors has reviewed the strategic directions of the Provincial Government communicated in January 2014 and recognizes the contributory role the College has in many of them. The tables below list those directions to which College of the North Atlantic can directly contribute. For a full list of the strategic directions attributable to the Minister of Advanced Education and Skills please refer to the 2014-2017 Strategic Plan for the Department of Advanced Education and Skills.

**Title:** Labour Market

**Outcome:** A skilled and employed work force better meeting the demands of a competitive economy.

**Clarifying Statement:** College of the North Atlantic supports achievement of government's policy direction and outcome by:

- Contributing to labour market enablement via the provision of responsive training solutions; and
- Contributing to immigration via international and out-of-province student attraction, promotion and integration.

**Title:** Post-secondary Education

**Outcome:** Enhanced post-secondary education system that contributes to the social, cultural and economic development of the province.

**Clarifying Statement:** College of the North Atlantic supports achievement of government's policy direction and outcome by:

- Identifying the physical environment and learning and other technology necessary to provide superior and engaged learning;
- Contributing to student access via the diversity of its programs, use of multiple delivery options, and provision of student pathways;
- Contributing to programming by identifying needs, delivering programs, courses and training solutions, and maintaining quality standards; and
- Offering pre-apprenticeship and apprenticeship block training under the AES Provincial Plans of Training.

Strategic Directions	Components of Strategic Direction	This Direction is addressed by the College:		
		in the entity's strategic plan	in the entity's operational plan	in the work plans of the entity
Labour Market	Labour market enablement	X		
	Immigration		X	
Post-secondary Education	Post-secondary infrastructure		X	
	Affordability and student access		X	
	Programming	X		
	Apprenticeship policy and training		X	

**APPENDIX B**

**CONSULTATION PARTICIPANTS**

External Partners and Agencies	Internal Partners
<p>Qalipu Mi'kmaq First Nation Band</p> <p>Newfoundland and Labrador Employers Council</p> <p>Newfoundland and Labrador Economic Council</p> <p>Major provincial and select Atlantic employers</p> <p>Newfoundland and Labrador Industry Associations</p> <p>Craft Council of Newfoundland and Labrador</p> <p>St. John's Board of Trade</p> <p>Municipalities</p> <p>Members of the Senior Executive of Memorial University and the Marine Institute</p> <p>Newfoundland and Labrador English School Board</p> <p>Government Departments:</p> <ul style="list-style-type: none"> <li>- Advanced Education and Skills</li> <li>- Innovation, Business and Rural Development</li> <li>- Atlantic Canada Opportunities Agency</li> </ul>	<p>College of the North Atlantic Student Association (CNASU)</p> <p>Faculty and Staff – through open invitation</p> <p>Deans and Chairs</p> <p>Campus Administrators</p> <p>Academic and Administrative Directors – through open invitation</p>