

The logo for the College of the North Atlantic (CNA) is located in the top left corner. It consists of the lowercase letters 'cna' in a white, bold, sans-serif font, set against a solid blue square background.

cna

College of the North Atlantic

The background of the cover is a dark blue gradient. A large, diagonal band of a lighter blue color runs from the top left towards the bottom right. On the right side, there is a large, abstract shape composed of many small, light blue dots, resembling a stylized map of the Atlantic Ocean or a cluster of data points.

Strategic Plan

2026-2029

Message from the Board Chair

The Honourable Paul Dinn
Minister of Education and Early Childhood Development

On behalf of the Board of Governors, I am pleased to present the Strategic Plan for College of the North Atlantic (CNA) that will guide our activities from April 1, 2026, to March 31, 2029.

CNA initiated a new strategic planning process in 2025 with a goal of engaging our entire college community in shaping the vision for our future. We thank the students, faculty, staff, government, and industry partners, who contributed to this consultative process. The feedback has been invaluable and has set a strong foundation for working together over the next three years.

The 2026-2029 Strategic Plan focuses on three priority areas, to be implemented over the next three years, consisting of: academic program flexibility; artificial intelligence in teaching and learning; and student retention. Our Strategic Plan observes Government's strategic directions and also incorporates the feedback from the CNA community.

CNA is a category one public body under the **Transparency and Accountability Act** and the Strategic Plan was prepared in accordance with requirements under the Act.

As CNA's Board of Governors, we are accountable for the preparation of this Strategic Plan and for the achievement of the specific goals and objectives contained herein. As the newly appointed Chair I acknowledge the collaboration, planning, and expertise of the prior leadership team that has developed this plan. We strive to support our students, staff, and partners and we look forward to working with you all to achieve our shared vision for CNA.



Glenn Normore
Chair
Board of Governors

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Table of Contents

Overview	1
Mandate	2
Lines of Business	3
Clients	5
Vision	5
Values.....	5
Strategic Issues	6
Conclusion.....	8
Appendix A – Strategic Plan Summary	10

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Overview

College of the North Atlantic (CNA) is Newfoundland and Labrador's public college with a rich history dating back over 60 years. One of the largest post-secondary educational and skills training institutions in Atlantic Canada, CNA operates 17 campuses across the province and offers more than 100 full-time certificate, diploma, advanced diploma, post diploma, and applied degree programs in six schools of instruction:

- School of Academics, Applied Arts, and Tourism;
- School of Business and Information Technology;
- School of Engineering Technology;
- School of Health Sciences;
- School of Natural Resources and Industrial Trades; and
- School of Sustainable Development.

CNA (www.cna.nl.ca) enrolls nearly 8,000 students (see breakdown below) each year drawn from all areas and from every demographic. Students graduate annually from certificate, diploma, advanced diploma, post diploma, and applied degree offerings throughout the province and most graduates are successful in finding employment specific to their fields of study, and as such, graduates are able to pursue rewarding and creative jobs. Graduates of some CNA programs can also earn a degree through partnerships with other institutions.

2024-25 Annual Enrolment – Newfoundland and Labrador Campuses	Total
Academics, Applied Arts, and Tourism	2,397
Business and Information Technology	1,723
Engineering Technology	767
Health Sciences	972
Natural Resources and Industrial Trades	2,084
Sustainable Development	27
College Total	7,970

Note: Inclusive of students registered between September 1, 2024, and August 31, 2025. The 2025-26 academic year is not complete until August 2026; therefore, 2024-25 data is provided for this report.

2024-25 Annual Customized and Continuous Learning Activity	Course Registrations	Student Contact Hours
College Total	9,974	144,554

Note: Includes only students registered for non-credit course offerings between September 1, 2024, and August 31, 2025. The 2025-26 academic year is not complete until August 2026; therefore, 2024-25 enrolment data is provided.

CNA campuses are located in: Baie Verte, Bay St. George in Stephenville, Bonavista, Burin, Carbonear, Clarenville, Corner Brook, Gander, Grand Falls-Windsor, Happy Valley-Goose Bay, Labrador West, Placentia, Port aux Basques, Seal Cove, and St. Anthony. Two campuses are located in the St. John's region – Prince Philip Drive and Ridge Road.

College of the North Atlantic (March 31, 2026) Newfoundland and Labrador				
Support Staff	Faculty	Management	Non-Union / Non-Management	Total
524	698	146	16	1,384

The above table includes all active employees and full-time employees on leave as of March 31, 2026. The following groups were not included in the above analysis: continuing education instructors, student employees, invigilators, casual employees.

Mandate

CNA is a community and technical college with a mandate of responding to the labour force, industry, and training needs of Newfoundland and Labrador both at home and abroad. CNA fulfills its mandate through the development and delivery of introductory and advanced educational programs, applied research, innovation, and entrepreneurial activities. CNA is a student-responsive and results-oriented institution. Operating under the **College Act, 1996** and a Board of Governors ("the Board"), CNA is responsible for carrying out those duties prescribed by Section 15 (1) of the Act. These responsibilities span academic, administrative, and governance functions to fulfill the educational needs of persons in the province and, subject to budget approval, provide the courses and programs to meet those needs.

Lines of Business

For over 60 years, Newfoundland and Labrador's public college system has been delivering programming that meets the highest standards of education while maintaining flexibility in responding to the training needs of local industry and growing the broader economy. CNA strives to address the educational and workforce development needs of the people of the province while creating a sustainable and vibrant future for Newfoundlanders and Labradorians. CNA seeks to provide every possible opportunity for its students and graduates at 17 campuses throughout the province in an environment where innovation occurs, where businesses are incubated and grown, and where entrepreneurship thrives within a culture of optimism.

CNA is steadfast in its commitment to provide accessible, responsive, and quality programs that prepare the people of Newfoundland and Labrador to become self-sufficient contributors to social and economic development, both at home and around the globe.

CNA's lines of business include:

President's Office

The Office of the President and CEO ("the President's Office") is responsible for the operation and accountability of CNA as a public post-secondary institution that operates throughout Newfoundland and Labrador, as well as internationally. The President's Office reports to, and works closely with, the Board, whose members are appointed by the Lieutenant-Governor in Council. General member vacancies on the Board are subject to the province's merit-based appointment process. Roles and responsibilities of the President are outlined and defined under the **College Act, 1996**. The President's Office is also responsible for the leadership of staff, faculty, and other stakeholders to deliver post-secondary education and training opportunities. Under the leadership of the President's Office, the institution is managed by an executive team who holds corporate responsibility of all aspects and functions of CNA, including Academics and Applied Research; Student Services; International; Public Affairs and Advancement; General Counsel and Corporate Secretary; and Administrative and Support Services.

Academics and Applied Research

The Academics and Applied Research Department is responsible for the oversight of all academic programs offered by CNA through six schools of instruction, including Academics, Applied Arts, and Tourism; Business and Information Technology; Engineering Technology; Health Sciences; Natural Resources and Industrial Trades; and Sustainable Development.

To ensure the highest quality of program offerings, this department also incorporates several aspects of program development, instructional design, academic quality assurance, academic planning, and a Centre for Teaching and Learning Innovation.

The department also encompasses the Office of Applied Research and Innovation which is focused on college-industry-student collaborations to develop solutions to real-world problems that support the development and growth of industries and communities throughout Newfoundland and Labrador. The Office of Applied Research and Innovation is home to the Reality Capture and Digitization Technology Access Centre which specializes in collecting, processing, and visualizing data from advanced reality capture and digitization technologies to accelerate business and community innovation.

Student Services

The Student Services Department provides a comprehensive suite of services designed to support and enhance the student experience and overall well-being. It also improves student satisfaction and success by fostering a positive, meaningful, supportive, inclusive, and experiential learning environment that encourages student participation in college life. Working with all areas of CNA, this department is responsible for the development and provision of services and supports to meet students' diverse needs, encourage student engagement, and support academic success and student development from prospect to graduation. This department also includes the Registrar's Office and Strategic Enrollment Management, which includes student recruitment, student retention, and communications throughout the life cycle of the student.

International

The International Department, under CNA Global, focuses on international business development. Many of CNA Global's contracts impact the economic and social fabric of a country by producing work-ready graduates. CNA Global has worked with numerous foreign institutions, non-government organizations, financial institutions, and governments to identify their educational and curriculum needs so they can build capacity in a community to increase economic growth by producing a skilled workforce. In turn, this educational capacity helps strengthen CNA's brand recognition and financial stability, provides real world experience for students and faculty, and recognizes Newfoundland and Labrador's role as a global citizen. The International Department is also responsible for the recruitment of international students that attend CNA's campus network in Newfoundland and Labrador.

Public Affairs and Advancement

The Public Affairs and Advancement Department oversees several responsibilities, including strategic communications leadership and counsel, stakeholder relations, marketing, institutional research, policy and planning, external partnerships and innovation, entrepreneurship, college development, emergency management, alumni relations and advancement, as well as records management, inquiries, and dissemination of information under the **Access to Information and**

Protection of Privacy Act, 2015. The department also oversees the college's fundraising and philanthropy through CNA Foundation.

General Counsel and Corporate Secretary

The Office of the General Counsel and Corporate Secretary manages the legal and corporate affairs of CNA. As in-house legal counsel for CNA, the General Counsel provides legal advice and related support services to the Board and CNA's entire senior management team. The General Counsel is responsible for CNA's defense in legal proceedings brought before various courts or administrative tribunals, directly or through external legal counsel. As Corporate Secretary, the General Counsel provides advice to the President's Office and the Board on legislation, governance, and policy matters, co-ordinates the official minutes of Board proceedings, and communicates their decisions to stakeholders.

Administrative and Support Services

Administrative and Support Services include CNA's human, physical, and financial resources to ensure maximum utilization, efficiency, effectiveness, and quality of services. These functions are customer and performance-management focused and align with best practices to ensure high quality and continuous improvement in service delivery. Responsibilities for these functions include but are not limited to: finance, human resources, information technology, facilities, occupational health and safety, quality assurance and risk, and campus operations.

Clients

CNA clients are individual students, industry and community partners, as well as government departments and agencies.

Vision

Inspiring your journey.

Values

CNA's core values guide how it operates every day and are closely connected to its strategic directions. By living up to its values, CNA will provide the underlying foundation required to achieve its shared vision for the future.

Excellence	We foster a culture of superior performance and service.
Integrity	We fulfill our responsibilities with impartiality and freedom from bias.
Respect	We treat individuals with dignity and consideration.

Diversity	We include all individuals.
Transparency	We communicate in an open and truthful manner.

Strategic Issues

The Board has identified three key priority areas for the next three years. These were developed in consideration of the Provincial Government’s strategic directions, a comprehensive consultation process, and in keeping with the CNA mission and fiscal resources.

ISSUE ONE: Academic Program Flexibility

CNA is responsible for the delivery of post-secondary educational and skills training in Newfoundland and Labrador as the province’s only public college. Recent trends in post-secondary education have focused on flexible program delivery options to provide students with an efficient transition into the provincial, national, and international workforce. Flexible program delivery may include alternate delivery points (i.e., progression routes that enable learners to move between programs, credentials, and levels of study), learning modalities (i.e., in-person, virtual, or blended instruction), and assessment options (i.e., authentic assessments that involve tasks that mirror real-world situations, problems, or professional practices). The core challenge is to provide students with new flexible learning pathways using universal design principles that will focus on existing program delivery models, teaching strategies, and outcome assessment frameworks. Integrating academic program flexibility into CNA’s curriculum delivery model will benefit students by providing continuous intake options, learning modalities to meet student needs, and alternate assessment options.

Goal 1: By March 31, 2029, CNA will have increased academic program flexibility.

Three-Year Indicators:

1. Increased student continuous intake options.
2. Increased variety of learning modalities to meet student specific needs.
3. Increased student alternate assessment options.

Objectives:

- By March 31, 2027, CNA will have researched and developed flexible learning pathways.
- By March 31, 2028, CNA will have implemented flexible learning pathways.
- By March 31, 2029, CNA will have improved the flexibility of the prioritized programs.

Annual Indicators for 2026-27:

1. Identified and prioritized current programs for implementation.
2. Researched and developed alternate program entry points, learning modalities, and assessment options using universal design principles.

ISSUE TWO: Artificial Intelligence (AI) in Teaching and Learning

CNA is responsible for delivering cutting-edge educational programming that meets the highest standards while maintaining flexibility in responding to local training needs in Newfoundland and Labrador. Advances in AI are currently evident across all facets of life, including work, study, and personal pursuits. Post-secondary institutions are strategically examining the integration of AI into teaching and learning to prepare students for future careers. CNA is continuously improving its curriculum by integrating new technologies and developing relevant guidelines for their acceptable and ethical use. The core challenge is to foster students' acquisition of AI literacy by integrating AI into teaching and learning. To navigate an era of rapid technology change, CNA will first identify programs that have a high likelihood of AI augmentation, especially those where AI is already having a significant impact. This will then be expanded to programs across the entire college curriculum. Effectively integrating AI into CNA's educational curriculum will ensure that CNA continues to offer modern, relevant programming to its learners. As a proactive strategy, it also positions CNA as a leader in the ethical and responsible integration of AI into teaching and learning. This requires sustained investment in resources, staff development, and stakeholder engagement over the planning cycle and beyond.

Goal 2: By March 31, 2029, CNA will have integrated AI into prioritized programs.

Three-Year Indicators:

1. Prioritized programs based on assessed AI integration needs.
2. Assessed program AI integration needs.
3. Updated the prioritized programs to integrate AI into learning outcomes.

Objectives:

- By March 31, 2027, CNA will have identified the programs for AI integration and established related benchmarks.
- By March 31, 2028, CNA will have integrated AI into prioritized programs.
- By March 31, 2029, CNA will have reviewed AI integration in the prioritized programs.

Annual Indicators for 2026-27:

1. Researched AI integrated teaching and learning approaches.
2. Prioritized the identified programs for AI integration according to workforce needs.
3. Conducted a survey of students and faculty in the prioritized programs to benchmark perceived levels of confidence using AI.

ISSUE THREE: Student Retention

CNA strives to ensure students have a strong connection to the college and are supported and actively engaged throughout their academic journey. Feeling a strong sense of belonging and support maximizes chances of a successful graduation. In the current landscape, the workforce

is continuously changing at an accelerated pace. Students expect a post-secondary college system that prioritizes its expectations for efficient and effective skill development. To achieve this mandate, timely interventions involving academic and non-academic supports are crucial to ensuring student recruitment, retention, and success as they move through post-secondary studies. Continued awareness and provision of holistic supports will ensure successful transition to the workforce. The core challenge is to implement retention strategies that support students and facilitate a connection to their peers, instructors, and the entire college community to improve the overall student experience. Addressing retention issues will require the development and implementation of strategies which span the entire life cycle of the student from pre-entry to graduation. It will also require the engagement and support of all departments within the college. Successfully implementing comprehensive retention strategies will help foster a more resilient student population, increase student satisfaction, and improve student graduation rates while also maintaining the health of the public institution.

Goal 3: By March 31, 2029, CNA will have introduced strategies to improve student retention.

Three-year Indicators:

1. Implemented a series of benchmarks on student retention.
2. Increased student awareness and access to academic and non-academic supports.
3. Increased opportunities for student engagement.

Objectives:

- By March 31, 2027, CNA will have developed student retention strategies.
- By March 31, 2028, CNA will have implemented the student retention strategies.
- By March 31, 2029, CNA will have assessed the impact of the student retention strategies.

Annual Indicators for 2026-27

1. Established student retention committees and terms of reference.
2. Researched and developed student retention strategies.
3. Established benchmarks to report on student retention.
4. Reviewed existing recruitment activities and proposed improvements.

Conclusion

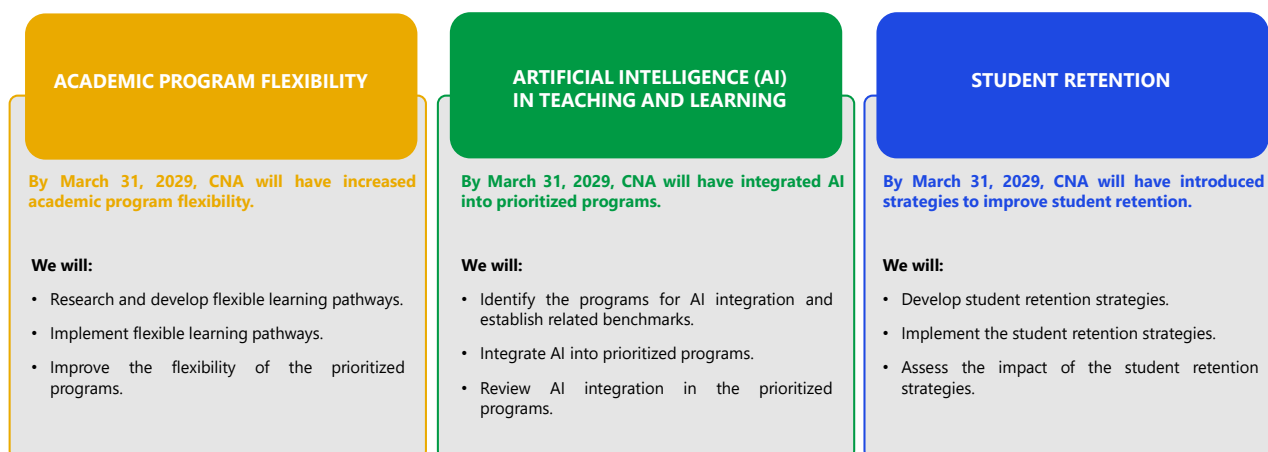
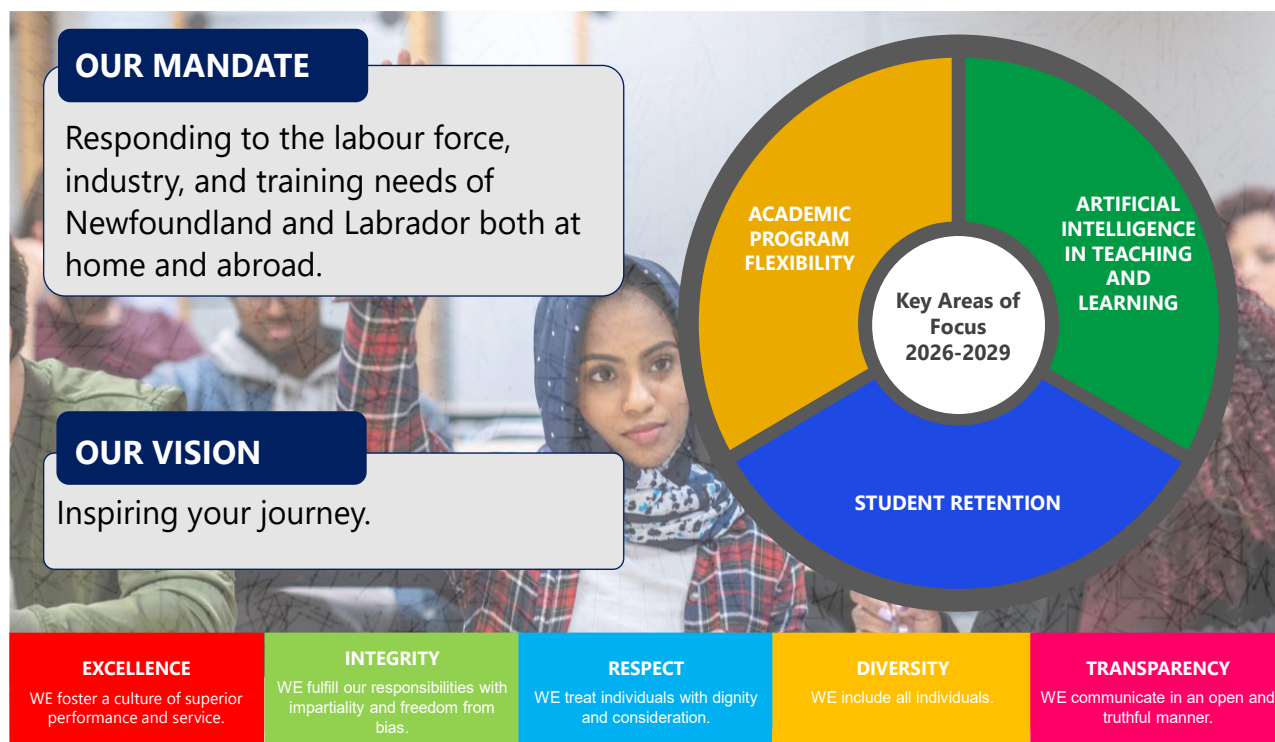
CNA, Newfoundland and Labrador's only public post-secondary college, is proud of its ongoing accomplishments and achievements and is now preparing to undertake key initiatives and goals in the coming years. In order to advance and continuously improve, CNA will renew its commitment to students, communities, and stakeholders in both its fundamental and applied forms.

This Strategic Plan focuses on the three-year period from April 1, 2026, to March 31, 2029. It outlines CNA's strategic priorities with associated goals, objectives, and outcome indicators.

CNA aims to make a substantial contribution to public post-secondary education in Newfoundland and Labrador, in accordance with the strategic directions of Government as communicated by the Minister of Education and Early Childhood Development. This plan will position CNA for continuing success.

CNA will publish an Annual Report to provide an update on progress and outcomes.

Appendix A – Strategic Plan Summary





cna.nl.ca