



# Strategic Plan

2023-  
2026

## Message from the Board Chair

The Honourable Krista Lynn Howell  
Minister of Education

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 2023-2026.

CNA initiated a new strategic planning process in 2022 with a goal of engaging our entire College community in shaping the vision for our future. We thank the faculty, staff, students, 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 2023-2026 Strategic Plan focuses on three priority areas, to be implemented over the next three years, consisting of: equity, diversity, and inclusion; teaching and learning approaches; and, sustainable development and growth. Our plan observes Government's strategic directions and also incorporates the United Nation's Sustainable Development Goals to demonstrate the College's global commitment to environmental and social sustainability.

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 plan and for the achievement of the specific goals and objectives contained herein. We look forward to working with you all to achieve our shared vision for the College.



Alastair O'Reilly  
**Chair**  
**Board of Governors**

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# Overview

College of the North Atlantic (CNA) is Newfoundland and Labrador’s public college with a rich history dating back nearly 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 diploma, post-diploma, advanced diploma, and certificate programs in five existing schools of instruction:

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

A new School of Sustainable Development will become operational over the next two years.

CNA ([www.cna.nl.ca](http://www.cna.nl.ca)) enrolls nearly 7,000 students (see breakdown below) each year drawn from all areas and from every demographic. Students graduate annually from certificate, diploma, and advanced diploma 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.

2021-22 Annual Enrolment – Newfoundland and Labrador Campuses	Total
Academics, Applied Arts and Tourism	1,868
Business and Information Technology	1,665
Engineering Technology	817
Health Sciences	778
Natural Resources and Industrial Trades	1,722
<b>College Total</b>	<b>6,850</b>

Note: Inclusive of students registered between September 1, 2021 and August 31, 2022. The 2022-23 academic year is not complete until August 2023; therefore, 2021-22 data is provided for this report.

2021-22 Annual Customized and Continuous Learning Activity	Course Registrations	Student Contact Hours
<b>College Total</b>	<b>12,379</b>	<b>189,232</b>

Note: Includes only students registered for non-credit course offerings between September 1, 2021 and August 31, 2022. The 2022-23 academic year is not complete until August 2023; therefore, 2021-22 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, 2023) NEWFOUNDLAND & LABRADOR				
Support Staff	Faculty	Management	Non-Union / Non-Management	Total
491	668	122	15	1,296

The above table includes all active employees and full-time employees on leave as of March 31, 2023. The following groups were not included in the above analysis: continuing education instructors, student employees, invigilators, casual employees, and employees on layoff but available for employment.

## Mission

CNA is a community and technical college with a mission of enriching the learning experience through empowerment and innovation. CNA fulfills its mission through the development and delivery of introductory and advanced educational programs, applied research, innovation, and entrepreneurial activities that respond to the labour force, industry, and training needs of Newfoundland and Labrador both at home and abroad. 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 nearly 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 current organizational structure:

### **President’s Office**

The Office of the President & 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 through the Independent Appointments Commission, Government of Newfoundland and Labrador. 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 Public Affairs and Advancement; General Counsel and Corporate Secretary; Academics and Applied Research; Student Services; Administrative and Support Services; and, International.

### **Public Affairs and Advancement**

The Public Affairs and Advancement Division falls directly under the President’s Office and oversees several responsibilities, including strategic communications leadership and counsel, stakeholder relations, marketing, institutional research, policy and planning, external partnerships and innovation, entrepreneurship, college development, and alumni and advancement, as well as inquiries and dissemination of information under the **Access to Information and Protection of Privacy Act, 2015**.



## **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.

## **Academics and Applied Research**

The Academics and Applied Research Division is responsible for the oversight of all academic programs offered by CNA through five schools of instruction, including Academics, Applied Arts and Tourism; Business and Information Technology; Engineering Technology; Health Sciences; and, Natural Resources and Industrial Trades. A new School of Sustainable Development will become operational over the next two years.

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

The division 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.

## **Student Services**

The Student Services Division 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 division 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.

## **Administrative and Support Services**

Administrative and Support Services include the College'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.

## **International**

The International Division, 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 the College's brand, provides real world experience for students and faculty, and recognizes Newfoundland and Labrador's role as a global citizen. The International Division is also responsible for the recruitment of international students that attend CNA's campus network in Newfoundland and Labrador.

## **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.

<b>Excellence</b>	We foster a culture of superior performance and service.
<b>Integrity</b>	We fulfill our responsibilities with impartiality and freedom from bias.
<b>Respect</b>	We treat individuals with dignity and consideration.
<b>Diversity</b>	We include all individuals.
<b>Transparency</b>	We communicate in an open and truthful manner.

## Goals and Objectives

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:** Empower through Equity, Diversity, and Inclusion

*Embed understanding and respect while empowering and enabling students and employees on their journey.*

CNA is committed to equity, diversity, and inclusivity in all that it does. CNA respects and celebrates the differences that make each of us unique to build allyship and a sense of belonging for equity-deserving communities. CNA will demonstrate its ongoing commitment to fostering an inclusive culture so everyone can continue to learn from each other, adapt, and grow together. CNA recognizes the importance of inclusiveness across the College, from the supports and services provided to students and employees, as well as the programming CNA offers.

CNA acknowledges that reconciliation requires active learning, unlearning, commitment, and action. CNA is committed to engaging with Indigenous communities to intentionally support Indigenous students and employees in their learning and development.

The journey to strengthen equity, diversity, and inclusion is a continuous one. CNA understands and recognizes that there is no finite end to this journey. To enable students and employees and embed understanding and respect in all that CNA does, CNA will continue to evolve and grow as an organization in these areas throughout the next three years and beyond.

**Goal 1:** By March 31, 2026, CNA will have strengthened its equity, diversity, and inclusion impact.

#### **Three-Year Indicators:**

1. Implemented educational initiatives to enable a better understanding of equity, diversity, and inclusion.
2. Enhanced program curriculums with an equity, diversity, and inclusion lens.
3. Implemented a review of policies and processes with an equity, diversity, and inclusion lens.

#### **Objectives:**

- By March 31, 2024, CNA will have identified dimensions underlying a strategic framework to strengthen its equity, diversity, and inclusion impact.

- By March 31, 2025, CNA will have developed a strategic framework to strengthen its equity, diversity, and inclusion impact.
- By March 31, 2026, CNA will have implemented a strategic framework to strengthen its equity, diversity, and inclusion impact.

**Annual Indicators for 2023-24:**

1. Identified key issues and challenges to implementing equity, diversity, and inclusion across the College.
2. Developed a strategic framework outline to strengthen equity, diversity, and inclusion impact across the College.

**ISSUE TWO:** Advance Teaching and Learning Approaches

*Advance and prepare students and employees for their learning and working journey.*

CNA is a lifelong learning organization. Whether students are looking to enter post-secondary education for the first time or are reskilling / upskilling as part of ongoing professional development, CNA is the college of choice. With the fast-paced changes happening every day, the need for relevant, applied, and experiential learning has never been more important. CNA is charting the course – proactively identifying opportunities to implement additional innovative teaching and learning strategies across its suite of offerings.

Learning at CNA is open, accessible, and affordable to those who are seeking to enrich and transform their lives through education and continued professional development. CNA assesses and identifies opportunities to engage with and support students and employees where they are in their learning journey. CNA meets people where they are – understanding any prior learning and providing meaningful opportunities to grow and develop.

CNA is continuously evolving to meet student and employee needs. This is a journey – one that continues as teaching and learning needs evolve. CNA understands that changes in student learning needs mean that its employees need to be equipped with the tools, resources, and strategies to effectively teach and support students.

For both students and employees, advancing teaching and learning means seeking opportunities for work-integrated learning, applied research, alternative credentials, global possibilities, and leading-edge strategies. CNA will enhance its focus on connecting students with employers sooner, providing students with tangible, practical knowledge of post-graduation opportunities.

**Goal 2:** By March 31, 2026, CNA will have implemented leading-edge teaching and learning approaches.

**Three-Year Indicators:**

1. Strengthened opportunities for applied experiential learning and applied research.
2. Supported advancements in teaching and learning approaches for employees and students.
3. Strengthened opportunities to support students in their learning journey.

**Objectives:**

- By March 31, 2024, CNA will have identified enhanced options for leading-edge teaching and learning approaches.
- By March 31, 2025, CNA will have introduced leading-edge teaching and learning approaches.
- By March 31, 2026, CNA will have implemented leading-edge teaching and learning approaches.

**Annual Indicators for 2023-24:**

1. Conducted research on opportunities for enhancing teaching and learning approaches.
2. Identified enhanced teaching and learning approaches.

**ISSUE THREE: Set the Course for Sustainable Development and Growth**

*Building innovative programs and services with a focus on sustainability in the global world.*

Sustainable development has been defined by the UN World Commission on Environment and Development in its report *Our Common Future* as “...development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>1</sup>

Sustainable development crosses many different areas, including social, economic, and environmental – all of which are interconnected. CNA recognizes that it is a journey to embed sustainability in all that we do, using our resources intentionally to better the world for the next generation. We are committed to sustainable practices and building environmental, social, and governance principles into our thinking, practices, and learning.

CNA will continue to stay attuned to the evolving economy, industries, and the environment outside the College through proactive research, planning, and discussion. CNA will continue to collaborate with industry and stakeholders to ensure it is anticipating and responding to changing needs and expectations. CNA will also strive to continue to deliver innovative, progressive programs and services in a sustainable and intentional way.

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<sup>1</sup> “Our Common Future: Report of the World Commission on Environment and Development”. n.d. Web. Retrieved January 24, 2023. < Our Common Future: Report of the World Commission on Environment and Development (un.org)>

The economy is ever-changing – locally, nationally, and globally. In Newfoundland and Labrador, there have been exciting opportunities identified to support the province’s economy. From wind energy to electric vehicles, changes are occurring as organizations and industries seek to operate differently with a focus on sustainable and forward-looking operations.

CNA recognizes the need for sustainable development that is protective of the global environment. Green energy resources, such as wind, solar, and hydro, are critical components in addressing the threats of climate change. As green energy technologies develop, there is a strong demand for skilled workers who possess the knowledge and expertise required in the green energy sector. CNA is poised to develop expertise in the green energy sector to support local employment opportunities for the residents of Newfoundland and Labrador.

Sustainability will further diversify CNA’s curriculum, educational programming, and operations in the coming years, while simultaneously endorsing the United Nations’ Sustainable Development Goals (SDG) on Climate Action (SDG 13), Quality Education (SDG 4), and Decent Work and Economic Growth (SDG 8).

**Goal 3:** By March 31, 2026, CNA will have implemented the School of Sustainable Development and plans to focus on sustainability across the organization.

**Three-year Indicators:**

1. Established collaborative partnerships with industry and stakeholders.
2. Created the School of Sustainable Development.
3. Developed and implemented plans focusing on organizational sustainability.

**Objectives:**

- By March 31, 2024, CNA will have secured appropriate resources and personnel to operationalize the School of Sustainable Development.
- By March 31, 2025, CNA will have enhanced the resources, personnel, and programming to support the School of Sustainable Development.
- By March 31, 2026, CNA will have leveraged the expertise and experience of the School of Sustainable Development to implement sustainability plans across the College.

**Annual Indicators for 2023-24**

1. Created the mandate for the School of Sustainable Development.
2. Begun operationalization of the School of Sustainable Development.

## Conclusion

CNA, Newfoundland and Labrador's only public post-secondary college, is proud of its accomplishments and achievements during the pandemic 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, 2023 to March 31, 2026. 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. 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

**OUR MISSION**  
Enriching the learning experience through empowerment and innovation.

**OUR VISION**  
Inspiring your journey.

**Key Areas of Focus 2023-2026**

- EMPOWER THROUGH EQUITY, DIVERSITY, AND INCLUSION**
- ADVANCE TEACHING AND LEARNING APPROACHES**
- SET THE COURSE FOR SUSTAINABLE DEVELOPMENT AND GROWTH**

**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.

**EMPOWER THROUGH EQUITY, DIVERSITY, AND INCLUSION**

Embed understanding and respect while empowering and enabling students and employees on their journey.

**By March 31, 2026, CNA will have strengthened its equity, diversity, and inclusion impact.**

**We will:**

- Implement educational initiatives to enable a better understanding of equity, diversity, and inclusion.
- Enhance program curriculums with an equity, diversity, and inclusion lens.
- Implement a review of policies and processes with an equity, diversity, and inclusion lens.

**ADVANCE TEACHING AND LEARNING APPROACHES**

Advance and prepare students and employees for their learning and working journey.

**By March 31, 2026, CNA will have implemented leading-edge teaching and learning approaches.**

**We will:**

- Strengthen opportunities for applied experiential learning and applied research.
- Support advancements in teaching and learning approaches for employees and students.
- Strengthen opportunities to support students in their learning journey.

**SET THE COURSE FOR SUSTAINABLE DEVELOPMENT AND GROWTH**

Building innovative programs and services with a focus on sustainability in the global world.

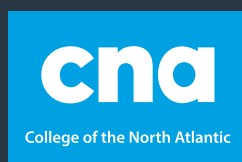
**By March 31, 2026, CNA will have implemented the School of Sustainable Development and plans to focus on sustainability across the organization.**

**We will:**

- Establish collaborative partnerships with industry and stakeholders.
- Create the School of Sustainable Development.
- Develop and implement plans focusing on organizational sustainability.







[cna.nl.ca](http://cna.nl.ca)