



# **Strategic Plan**

**College of the North Atlantic  
2017-2020**

# Message from the Board Chair

June 13, 2017

The Honourable Gerry Byrne  
Minister of Advanced Education, Skills and Labour

On behalf of the Board of Governors, I am very pleased to present the Strategic Plan for College of the North Atlantic for 2017-2020.

This plan outlines our vision for a strong, dynamic, and cohesive organization delivering quality education and training in a globally connected world. As an education and training institution, CNA continues to be focused on ensuring that students are equipped with the best possible skills. These skills will enable them to succeed in a world that is ever-changing, requiring portable skills that are recognized across jurisdictions. CNA graduates must be work-ready, technologically savvy, change-oriented, innovative and entrepreneurial in their focus. This plan will assist with modernization of College of the North Atlantic and provide the groundwork needed to move the college forward to be a leader in creating a sustainable and vibrant future for Newfoundlanders and Labradorians.

This plan was developed with input from staff at all levels of the organization. We thank staff for their thoughtful insights into the future of the college and for the work that they do every day.

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.

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.



Cheryl Stagg  
Chair  
Board of Governors

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## Overview

College of the North Atlantic (CNA) is Newfoundland and Labrador’s public college, established under the College Act, 1996. The college operates a multi-campus network that reaches into all regions of the province. CNA’s student population is drawn from all areas and from every demographic. The college has 17 campuses, several on-line programs, and offers training across the globe in a wide range of career-focused education and training fields.

In Newfoundland and Labrador, the college enrolls approximately 9,000 students each year in approximately 100 full-time and part-time programs. Students can earn a certificate, diploma, post-diploma or advanced diploma standing with opportunities for degree study at partner institutions. Many other options exist for students to study through distance learning, part-time studies, continuous learning and contract training.

### Academic Year 2015-2016

(Table 1)

School	Number Registered			Male	Female
	Full-Time	Part-Time	Total		
Academics, Applied Arts & Tourism	854	885	1,739	528	1,199
Business & Information Technology	1,207	480	1,687	417	1,225
Health Sciences	690	119	809	101	708
Engineering Technology & Natural Resources	1,144	147	1,291	899	392
Industrial Trades	3,452		3,452	2,957	552
<b>College Total</b>	<b>7,347</b>	<b>1,631</b>	<b>8,978</b>	<b>4,902</b>	<b>4,076</b>

(Table 2)

Continuing Education	Number Registered	Total # of Hours
Non-credit Courses & Contracts	14,898	166,025
Credit Courses	24	137
<b>College Total</b>	<b>14,922</b>	<b>166,162</b>

College of the North Atlantic’s Schools include: School of Academics, Applied Arts and Tourism, School of Business and Information Technology, School of Health Sciences, School of Engineering Technology and Natural Resources, and School of Industrial Trades.

Campuses are located in: Baie Verte, Bay St. George, Bonavista, Burin, Carbonear, Clarenville, Corner Brook, Happy Valley-Goose Bay, Gander, Grand Falls-Windsor, Labrador West, Placentia, Port aux Basques, Seal Cove, St. Anthony. Two campuses are located in the St. John’s region – Prince Philip Drive and Ridge Road. The college’s largest international presence is in the State of Qatar where it provides the CNA brand of technology, trades, English as a Second Language, access and related programming through the State Technical College in Doha.

(Table 3)

COLLEGE OF THE NORTH ATLANTIC - MARCH 31, 2017 NEWFOUNDLAND & LABRADOR					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	340	291	53	12	696
Males	124	395	42	1	562
<b>Sub-total</b>	<b>464</b>	<b>686</b>	<b>95</b>	<b>13</b>	<b>1,258</b>
QATAR					
	Support Staff	Faculty	Management	Non Union Non Management	Total
Females	21	143	8	0	172
Males	19	224	14	0	257
<b>Sub-total</b>	<b>40</b>	<b>367</b>	<b>22</b>	<b>0</b>	<b>425</b>
<b>College Total</b>	<b>504</b>	<b>1,053</b>	<b>117</b>	<b>13</b>	<b>1,687</b>

The above table includes all active employees and full-time employees on leave at March 31, 2017. 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.

## Mandate

College of the North Atlantic is a community and technical college whose purpose is to respond to 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, applied research, and entrepreneurial activities that benefit communities and industry. CNA is a learner-responsive and results-oriented institution.

The college operates under The College Act, 1996 and a Board of Governors is responsible for carrying out those duties prescribed by section 15 (1) of the Act. These responsibilities span academic, administrative and governance functions, including a mandate 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 50 years, Newfoundland and Labrador’s public college system has been delivering programming that meets the highest standards while maintaining flexibility in responding to the training needs of local industry and growing the broader economy. CNA strives to address the educational needs of the people and industries of the province while creating a sustainable and vibrant future for Newfoundlanders and Labradorians. The college seeks to provide every possible opportunity for its students and graduates in an environment where innovation occurs, where businesses are incubated and grown, and where entrepreneurship thrives within a culture of optimism. The college is steadfast in its commitment to provide accessible, responsive, 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 world.

**Teaching and Learning** encompasses campus operations, academic programs, contract training, continuing education programs, and student services. The college supports the personal and career development of its learners with the intent of creating a positive and constructive environment for effective teaching and learning.

**Industry and Community Engagement** encompasses external partnerships and the effective development, management and delivery of local, national and international projects. It also supports applied research, entrepreneurship and innovation. This line of business is inclusive of international business contracts, community and business partnership development, college foundation activities, alumni relations, applied research and innovation.

## Clients

College of the North Atlantic clients are individual learners, industry and community partners, and government departments and agencies.

## Vision

College of the North Atlantic will deliver the highest quality teaching and programming for its learners in Newfoundland and Labrador, as well as internationally.

## Values

These values articulate College of the North Atlantic's ideals and complement the mission and vision. They represent principles internal to the organization and are reflected within individual roles, as well as the institution's policies and procedures.

**Excellence** – Each person is committed to do their best and support a culture of excellence;

**Fairness** – Each person is committed to acting with impartiality or free from bias;

**Accountability** – Each person follows through on his or her responsibilities;

**Diversity** – Each person values the inclusion of all individuals regardless of their differences;

**Honesty and Integrity** – Each person carries out their responsibilities with honesty and integrity;

**Respect** – Each person values individual dignity and communicates in a manner that shows consideration for all; and

**Transparency** – Each person communicates in an open and truthful manner and is forthcoming in all information except where prohibited by legislation.

## Goals and Objectives

The Board of Governors has identified three key priorities for the next three years. These were developed in consideration of the Provincial Government's *The Way Forward* and are in keeping with the mandate and fiscal resources of College of the North Atlantic.

### **ISSUE ONE:** Improving Learner Access through Distance Learning

Online learning offers many options to today's learners and is an important component of College of the North Atlantic's training delivery.

As cited in *CNA Modernization Plan 2019*, the college's Office of Distributed Learning offers many attractive opportunities for today's learners. Through online learning, learners can study from anywhere, at any time and in any weather. It also allows for cost savings on behalf of both the learner and the college with the institution also being able to offer courses and programs that are not restricted by time, place or facilities/equipment. There is also the added advantage of courses and programs being consistent, with course materials and textbooks being readily available.

The college and its students have already experienced the benefits of distance Blended Learning initiatives by combining classroom and remote learning sites, and have been internationally recognized for these efforts. Further investigation of non-traditional learning methods is a priority of the college to ensure it stays current and practical to meet the needs of the ever-changing learner.

**Goal 1:** By March 31, 2020, College of the North Atlantic will have enhanced learner access to its programs and services through the use of technology.

**3-Year Indicators:**

1. Adapted curriculum models for distance learning technology.
2. Expanded use of distance learning technology.

**Objectives:**

- By March 31, 2018, College of the North Atlantic will have assessed current IT infrastructure and program capacity for expanded distance/on-line learning programs and services;
- By March 31, 2019, College of the North Atlantic will have developed and piloted new options for on-line programs and courses to assess their potential;
- By March 31, 2020, College of the North Atlantic will have increased on-line/distance programming.

**Annual Indicators for 2017-18:**

1. Assessed IT infrastructure.
2. Assessed existing programs for on-line/distance suitability.
3. Identified new programming opportunities.

**ISSUE TWO: Increasing Collaboration with MUN**

The college, along with Memorial University of Newfoundland (MUN), forms the publicly funded post-secondary educational foundation for Newfoundland and Labrador.

The Provincial Government has recently convened the Council on Higher Education to facilitate communication and engagement between the two institutions. Growth of the college's partnership with MUN will produce additional applied research projects, enabling the engagement of provincial industry for both institutions, while strengthening learning pathways between the college and the university to build an intellectual bridge for learners. Further collaboration needs to be explored and achieved to ensure the post-secondary education system is functioning collaboratively for the benefit of learners across the province.

**Goal 2:** By March 31, 2020, College of the North Atlantic will have increased collaboration with MUN in select areas.

**3-Year Indicators:**

1. Enhanced applied research collaboration.
2. Improved mechanisms to support the transfer of learners.

**Objectives:**

- By March 31, 2018, College of the North Atlantic will have assessed opportunities for increasing collaboration with MUN;
- By March 31, 2019, College of the North Atlantic will have implemented a collaboration plan with MUN;



- By March 31, 2020, College of the North Atlantic will have further implemented collaborative initiatives with MUN.

**Annual Indicators for 2017-18:**

1. Completed inventory of existing applied research projects.
2. Completed inventory of current transfer mechanisms.
3. Identify future transfer mechanisms.

**ISSUE THREE: Enhancing Revenue Generating Opportunities**

The college, like all public colleges across the country, is continually challenged to keep pace with increasing costs for labour and supplies while ensuring that its programs and training opportunities meet the needs of students and labour market demand. As a responsible steward of public funds, the college must continue to build on its entrepreneurial endeavours to create new revenue generating opportunities to further the institution.

It was noted in *CNA Modernization Plan 2019* that international projects have seen modest growth over the last few years and are currently spread throughout various regions including, China, the Middle East, South America, Southeast Asia, and the Caribbean Community. Since signing a historic agreement to establish a technical college in the State of Qatar (College of the North Atlantic – Qatar), the college has had a continuous presence in the international education sector, however, future potential needs to be explored to determine the potential for further revenue generating opportunities, professional development activities for staff and faculty, or international student recruitment. To this end, the college will expand its international business development and student recruitment activities over the next three years.

**Goal 3:** By March 31, 2020, the College of the North Atlantic will have increased opportunities for revenue generation.

**3-year Indicators:**

1. Increased opportunities for revenue generation.

**Objectives:**

- By March 31, 2018, College of the North Atlantic will have assessed opportunities for generating revenue through contract training;
- By March 31, 2019, College of the North Atlantic will have implemented contract training improvements to enhance revenue generation;
- By March 31, 2020, College of the North Atlantic will have reviewed revenue generating outcomes and made recommendations on future contract training opportunities.

**Annual Indicators for 2017-18**

1. Assessed the effectiveness of current revenue generation options.
2. Completed an inventory of mechanisms to advance revenue generation.

## Conclusion

College of the North Atlantic, Newfoundland and Labrador's public college, is proud of its accomplishments and achievements, while recognizing key initiatives and goals that need to be undertaken in the coming years. In order to advance and continuously improve, we will renew our commitment to learners, communities, and scholarships in both its fundamental and applied forms.

This strategic plan focuses on the three-year period from April 1, 2017 to March 31, 2020. It outlines College of the North Atlantic's strategic priorities with associated goals, objectives, and outcome indicators.

College of the North Atlantic, through this planning initiative, 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 Advanced Education, Skills and Labour. The plan will position College of the North Atlantic for continuing success.

College of the North Atlantic publishes an Annual Report which will provide an update on progress and outcomes.



Strategic Plan

College of the North Atlantic  
2017-2020