

Strategic Plan 2020 -2023



Message from the Board Chair

The Honourable Tom Osborne
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 2020-2023.

In January 2018, we embarked on this strategic planning process with a goal of engaging our entire College community in shaping the vision for our future. Throughout this extensive and consultative process, we heard about the significant impact the College has had on the lives of people in the province. We heard about the College's many accolades and institutional achievements. We also heard excitement and commitment to expand on these successes and to help achieve our vision of growing as a leading education and training institution in the region.

Thank you to the faculty, staff, students, government and industry partners, who contributed to this process. We have an opportunity to work together over the next three years.

Our 2020-2023 Strategic Plan outlines four priority areas, to be implemented over the next three years, consisting of: learning opportunities, academic effectiveness, organizational effectiveness, and industry partnerships. Our plan incorporates our current Strategic Plan and expands on it in ways that will shape our response and responsibilities to Government's strategic vision. It will also inform our participation in the pending Public Post-Secondary Education Review.

College of the North Atlantic 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 the 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

[This page has been intentionally left blank]

Table of Contents

Overview..... 1

Mandate..... 2

Lines of Business 2

Clients 5

Vision 5

Values..... 5

Goals and Objectives 5

Conclusion..... 10

[This page has been intentionally left blank]

Overview

College of the North Atlantic (CNA) is Newfoundland and Labrador’s public college with a rich history dating back more than 55 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:

- 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.

College of the North Atlantic (www.cna.nl.ca) enrolls approximately 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, creative jobs. Students can also earn a certificate, diploma, post-diploma or advanced diploma standing with opportunities for degree study at partner institutions.

Academic Year 2018-2019

(Table 1)

School	Number Registered		Total
	Full-Time	Part-Time	
Academics, Applied Arts & Tourism	1,039	579	1,618
Business & Information Technology	1,247	338	1,585
Engineering Technology	818	70	888
Health Sciences	619	75	694
Natural Resources and Industrial Trades	2,081	33	2,114
College Total	5,804	1,095	6,899

(Table 2)

Continuing Education	Number Registered	Total # Of Hours
College Total	10,657	142,179

College of the North Atlantic 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. 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, 2020) NEWFOUNDLAND & LABRADOR				
Support Staff	Faculty	Management	Non-Union / Non-Management	Total
485	636	113	21	1,255

The above table includes all active employees and full-time employees on leave as of March 31, 2020. 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 with the 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 that benefit communities and industry. CNA is a student-responsive and results-oriented institution. The College operates under the **College Act, 1996** and a Board of Governors (“the Board”) 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 55 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 and industries 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.

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 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 the College 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; General Counsel and Corporate Secretary; Academic Programs and Delivery; Student Engagement; Partnerships, Innovation and Entrepreneurship; and, Administrative Service.

Public Affairs

The Public Affairs Division falls directly under the President's Office and oversees several responsibilities, including strategic communications leadership and counsel, stakeholder relations, marketing, and student recruitment, 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 manages the legal and corporate affairs of the College. As in-house legal counsel for CNA, the General Counsel provides legal advice and related support services to the Board and the College's entire senior management team. The General Counsel is responsible for the College'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.

Academic Programs and Delivery

The division of Academic Programs and Delivery 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.

The Connected Learning Network (CLN), which delivers programs via online services and blended learning opportunities through a combination of distance and on-campus study, is also part of this division. To ensure the slate of 100+ full-time programs available at CNA are reflective of labour market needs and standards, this division also incorporates several aspects of research, program development, quality assurance, analysis and planning. Institutional research, information management, academic planning and accreditation, academic program assessments, along with policy and planning, are all instrumental in gathering market and graduate data to align program offerings that are responsive to student and industry demands.

Student Engagement

The division of Student Engagement provides a comprehensive suite of services designed to support and enhance the student experience. 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 the College, this division is responsible for the development and provision of services to meet students' diverse needs, encourage student engagement, and support academic success and student development from enrolment to graduation.

Partnerships, Innovation and Entrepreneurship

The Division of Partnerships, Innovation and Entrepreneurship encompasses external partnerships and the effective development, management and delivery of local, national and international projects. This line of business is inclusive of international business contracts, community and business partnership development, alumni relations and foundation activities, applied/contract research and innovation. The division oversees the College's strategic partnerships with a focus on improving financial sustainability in the long term. Clients include individual students, industry and community partners, and/or government departments and agencies.

Administrative Services

The Administrative Services Division of CNA manages the College's human, physical and financial resources to ensure maximum utilization, efficiency, effectiveness, and quality of services. The division is customer and performance-management focused, and aligns with best practices to ensure high quality and continuous improvement in service delivery. Responsibilities for this division include: finance, human resources, information technology, facilities, occupational health and safety, quality assurance and risk, policy and planning, and campus operations.

Clients

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

Vision

To be a strong, dynamic and inclusive institution that delivers quality education and training in a globally connected world.

Values

College of the North Atlantic'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
Diversity	We include all individuals
Integrity	We fulfill our responsibilities with impartiality and freedom from bias
Respect	We treat individuals with dignity and consideration
Transparency	We communicate in an open and truthful manner

Goals and Objectives

The Board of Governors has identified four key priority areas for the next three years. These were developed in consideration of the Provincial Government's strategic directions, the Public Post-Secondary Review process, and in keeping with the CNA mandate and fiscal resources.

ISSUE ONE: Opportunities for Learners

Learners are the reason why CNA does what it does. Learners are diverse and come to CNA for many different reasons and intended outcomes. From CNA's learners enrolled in multi-year programs, its lifelong learners upgrading skills, to its global student population and its graduates, CNA has a responsibility to ensure a meaningful and robust experience for all. Their success is CNA's success. That is why CNA focuses on creating pathways for all of its learners. Pre-program pathways include access and bridging programs to fill learner gaps in literacy, numeracy or technical skills to ensure all learners can succeed in their diploma program. Post-program transitional pathways are created by signing articulation agreements with other institutions. These agreements ensure the College's learners are provided with seamless transitions from their CNA diploma into further post-secondary studies. In order to foster the continued success of CNA's learning communities, it needs to be more responsive to the unique needs of its diverse learners, including students with accessibility challenges, international students and non-traditional learners. As the world of work constantly evolves, so too must CNA's approach to delivering the highest quality learning experience across its College community.

Goal 1: By March 31, 2023, CNA will have enhanced opportunities for learner success.

Three-Year Indicators:

1. Enhanced transitional pathways that enable learners to complete their academic goals.
2. Enhanced supports for learner well-being.
3. Enhanced responsiveness to learner and industry needs.

Objectives:

- By March 31, 2021, CNA will have identified dimensions underlying learner success;
- By March 31, 2022, CNA will have developed measures to improve learner success; and,
- By March 31, 2023, CNA will have implemented measures to improve learner success.

Annual Indicators for 2020-21:

1. Communicated and collaborated with high schools to assist learners in preparing for a successful transition from K-12 to the college system.
2. Identified factors that improve learner retention.
3. Investigated transitional pathways to enhance access to programming for varying learner populations.

ISSUE TWO: Academic Effectiveness

Learners must be engaged in relevant programming that is responsive to the diverse economy and changing workforce of the province and beyond. By continuously improving and evolving CNA programming, learners will be aligned with meaningful careers and equipped with the critical skills necessary to adapt to the changing world of work. Students need access to high-quality, relevant programs to prepare them for their chosen careers. Industry needs highly-trained employees in order to run and grow their businesses. By linking relevant programs to industry needs, CNA will contribute to the economy and drive its own opportunities. By embracing appropriate learning technologies, in addition to cultivating teaching best-practices, CNA will equip its learners with the skills needed for the future world of work.

Supporting industry innovation through programming also provides students with high-quality learning opportunities. By framing business challenges as real-world applied research and development projects for its programs, CNA will leverage faculty, learners and physical resources to provide innovation support to industry. This approach simultaneously creates valuable experiential and entrepreneurial learning opportunities for CNA's learners and industry partners.

CNA programming must continually evolve to respond to the changing economy. Program offerings may evolve by renewing and updating existing programs through comprehensive program reviews involving both industry and academic feedback, as well as introducing new programs driven by new labour market demands. Multi-year academic planning provides CNA with a systematic and institutional-wide process of ensuring its program mix is relevant and responsive to existing and future labour market trends thus providing workforce-ready graduates as the demand arises in industry. Introducing new credentialing to the College's offerings, such as applied degrees and microcredentials, will ensure college programming retains the agility it needs to meet industry demands. Future development of applied degrees will align with CNA legislation, strategic and academic/business plans and a demonstrated need within the existing labour market. Microcredentials are certifications of assessed competencies that are additional, alternative, and complementary to, (or a formal component of) a formal qualification. Microcredentials are in demand in the workplace and are focused on discrete workplace competencies.

Goal 2: By March 31, 2023, CNA will have developed and delivered programs that are innovative and responsive to the changing needs of learners.

Three-Year Indicators:

1. Implemented a multi-year academic plan.
2. Implemented programs that are innovative and responsive to the changing needs of learners.

Objectives:

- By March 31, 2021, CNA will have developed new credentials;
- By March 31, 2022, CNA will have developed a multi-year academic plan; and,
- By March 31, 2023, CNA will have established and implemented a multi-year academic plan.

Annual Indicators for 2020-21:

1. Reviewed the business case for applied degrees and microcredentials.
2. Completed environmental scan of industry, learner and program demand for new credentials.
3. Developed new credentials, institutional policies and operational procedures for applied degrees and microcredentials.

ISSUE THREE: Improving Organizational Efficiency

For CNA to continue to grow as a modern education leader, a strong foundation must be in place. At CNA, its employees are the ones who have built and continue to nurture that strong foundation. CNA wants to continuously improve upon how it does things, constantly keeping its learners and stakeholders as top priorities. CNA wants its employees to feel empowered within the College to drive excellence in everything they do, every day. CNA knows that employees supported in this way will be resilient in their nature and will support the College's learners steadfastly.

CNA wants its employees to navigate through their work in ways that are responsive and agile with a focus on high quality in all aspects. By driving continuous improvement processes throughout all areas of the College, CNA will be able to support decision making that is evidence-based and responsive. CNA can also support better outcomes in all aspects of the College by ensuring increased clarity on roles and responsibilities.

Goal 3: By March 31, 2023, CNA will have improved its organizational efficiency through use of a Lean Management System.

Three-year Indicators:

1. Establishment of a Lean Centre of Excellence.
2. Establishment of a Lean Management System infrastructure.

Objectives:

- By March 31, 2021, CNA will have identified Lean projects, initialized Lean training and collected first-year Lean-related data;
- By March 31, 2022, CNA will have identified new Lean projects, continued Lean training, and collected second-year Lean-related data; and,
- By March 31, 2023, CNA will have established a Lean Management System.

Annual Indicators for 2020-21

1. Identified and implemented new Lean initiatives for upcoming year.
2. Initialized Lean training schedule.
3. Collected Lean project data.

ISSUE FOUR: Building on Partnerships

CNA creates collaborative relationships to fuel real-world innovation. All efforts support CNA's broader mandate and its long-term sustainability with a constant focus on providing exceptional opportunities to its students and partners. Many external groups have positive relationships with CNA. The College needs to continue these strong relationships with all external and internal stakeholders to solidify its offerings amongst all industry partners. Measures of success include: increased visibility and understanding of CNA's offerings externally and internally; increased number of external partners; and increased student, instructor, staff, and alumni engagement.

Goal 4: By March 31, 2023, CNA will have built interconnected partnerships with institutions, industry and communities to support learning.

Three-year Indicators:

1. Identification of training and development needs of communities and employers.
2. Supporting innovation through partnerships with industry and communities.
3. Engage with industry partners to expand on experiential learning opportunities for learners.

Objectives:

- By March 31, 2021, CNA will have identified new opportunities to build partnerships with institutions, industry and communities to support learning;
- By March 31, 2022, CNA will have initiated new partnerships with institutions, industry and communities to support learning; and,
- By March 31, 2023, CNA will have evaluated the progress of its partnerships with institutions, industry and communities to support learning.

Annual Indicators for 2020-21

1. Inventoried existing applied research activities.
2. Consulted with existing and potential partners to identify opportunities for partnership development.
3. Increased projects involving community and industry engagement to support experiential learning for students.
4. Explored options to increase registered alumni.
5. Researched new training pathways for provincial industry sector development.

Conclusion

CNA, Newfoundland and Labrador's public post-secondary 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, the College will renew its commitment to learners, communities, and stakeholders in both its fundamental and applied forms.

This Strategic Plan focuses on the three-year period from April 1, 2020 to March 31, 2023. It outlines CNA's strategic priorities with associated goals, objectives, and outcome indicators.

The College 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.

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

