

# Solution 2022

canadore college strategic plan



# Our DNA

Thank you for taking an interest in Canadore College and how we are strategically moving forward to serve our communities, region, province and country.

Canadore College's history has been shaped upon an unwavering focus on student success. The college has built a strong reputation for providing a world-class education.

Canadore provides access to over 75 quality full-time and apprenticeship programs to students from over 400 communities across the province, Canada and around the world. Each year approximately 1,000 graduates join a network of more than 45,000 alumni working across the globe as the world's next leaders, social citizens, innovators, entrepreneurs and catalysts for economic health, sustainability and growth.



**GREAT THINGS HAPPEN HERE**



## Committing to the Plan

Canadore College Solution 2022 is about the choices we make as an institution of applied learning while fulfilling the obligations of our vision and mission. It's also about taking the organization from where it is to where it needs to go.

The strategic plan gives our organization purpose and focus and provides the benchmark against which we are measured. It has been conceived to be directional and fluid since the journey to a destination is seldom a straight line.

This strategy will guide Canadore College's investment of resources and channel our energies.

The Solution 2022 makes us all accountable to each other and to our stakeholders.

# Key Strategic Goals

## Canadore College will:

1. Maintain our strong focus on student success and graduate employment.
2. Focus our energy to ensure responsiveness to the job market through the rapid evolution of programs, services, applied research, and a strong focus on entrepreneurship.
3. Leverage our existing platforms encompassing digital technology, aviation and aerospace, health and wellness, and advanced manufacturing and disruptive technologies.
4. Develop an entrepreneurial platform and acquire one additional platform.
5. Adopt a new academic credentialing structure to reflect international standards and recognize learning in the 21<sup>st</sup> century.
6. Create individual student success plans and extended learning/ student life opportunities for all Canadore students providing graduates with a competitive advantage.
7. Be a key stimulus and partner in the economic development of our region and province through strong community connections.
8. Lead in innovation, applied education, experiential learning and entrepreneurship within our communities, province and abroad.
9. Build a strong, financially sustainable future and be good environmental stewards.
10. Embrace technologies to enhance the learning experience for our students, employees and partners.



# Realities

Students want to acquire the technical and professional qualifications needed to pursue meaningful and rewarding careers. However, the sustainability of quality programs and student services has reached a crisis point in Ontario.

In spite of chronic underfunding, Canadore has continued to be successful through its program and service adjustments, innovation, entrepreneurialism, community support and the concerted efforts of dedicated employees. As measured by provincial and institutional key performance indicators (KPIs) Canadore has remained in the top quartile in the province. We will be challenged in retaining our position as the labour market continues to evolve and the needs and expectations of students and employers increase.

In order to maintain Canadore's relevant program mix and provide required learning infrastructure and student success supports, the college must generate additional revenues through entrepreneurial activity, domestically and internationally, at every opportunity.

Since 2007-2008, the provincial funding for colleges' operating costs has decreased each year. With funding enhancement only targeted at enrolment growth, colleges have suffered an accumulated shortfall of about \$900 million over the past 10 years.

Over the last decade, the government has focused on postsecondary access. Funding was directed to enrolment growth through a targeted funding mechanism, which heavily favoured large metropolitan colleges that could more easily create economies of scale. The fallout of this funding model is mass program duplication across the province; reduced capacity in small and medium-sized colleges; chronically underfunded student support

*“ In spite of chronic underfunding and demographic downturns, Canadore has continued to be successful through its program and service adjustments, innovation, entrepreneurialism, community support and the concerted efforts of dedicated employees. ”*

services and academic infrastructure; massive deferred maintenance backlogs; and a continuing skills gap.

Moreover, special funding to support technology investments remain at 2002 levels and are distributed on a market share formula that creates further inequity in the province's education sector – the rich get richer.

Demographic trends across North America and Europe reflect declines in the traditional college-age bracket. In order to offset the associated negative enrolment impact, institutions have focused on recruiting learners from global markets. While Canadore has achieved success internationally, both recruiting students and establishing off-shore partnerships, increased global competition, a lack of institutional autonomy and the government's interference with entrepreneurial ventures has tilted the market in favour of large metropolitan colleges more than ever.

- 72% of business leaders termed the deployment of artificial intelligence as a 'business advantage,' which will significantly impact all occupations.
- Over 66% of consumers prefer to work for companies committed to positive social impacts.
- Climate change requires more than \$1 trillion per annum in entrepreneurial innovation.

# Vision



The College of Choice for connecting people, education, and employment through applied learning, entrepreneurship, leadership, and innovation.

The Village



# Mission



To provide outstanding applied education and training for an ever-changing world.

# Our Values

Our values form the guiding principles for all that we do, and how we engage with others. Canadore and its representatives will act with:

- ◀ Respect
- ◀ Integrity
- ◀ Transparency
- ◀ Commitment to excellence
- ◀ Accountability
- ◀ Responsiveness and flexibility
- ◀ Sustainability - economic and environmental







# Truth and Reconciliation

We commit to implementing the Truth and Reconciliation Commission of Canada's recommendations applicable to Canadore College through the actions and efforts of our employees, partners and communities.

Culturally-appropriate curriculum has been, and will remain, a cornerstone for Canadore College. The inclusion of Indigenous-specific training and knowledge is imparted in our programs, which include, but not limited to, health and wellness, media and the skilled trades.

Canadore College will formally recognize all learning leading to approved credentials that are within the College's mandate, from certificates to degrees, specialized credit courses, non-credit and co-curricular activities. We will actively pursue and participate in the preservation of Indigenous languages in our teaching and learning within our resources and capacity.

We will continue to recruit the very best employees with academic, industry and culturally-relevant experience to constantly improve the learning environment at Canadore College. Student success will be defined by continuing to provide access to training and educational programs that lead to meaningful employment. We will meet the students at their level and take them to where they want to be.

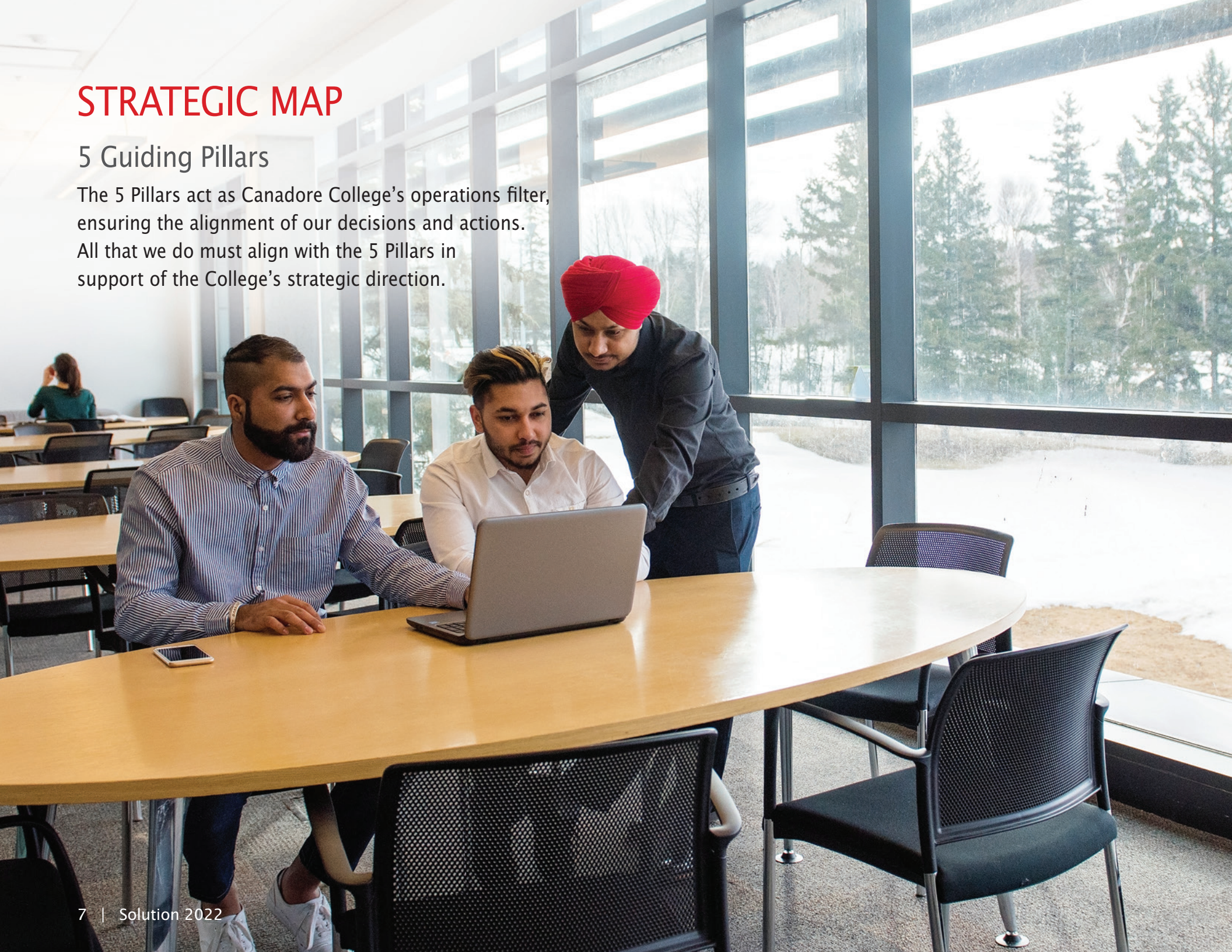
We will proactively seek new and mutually-beneficial partnerships and outreach with education institutes and Indigenous communities to create opportunities for our students and employees.

We will report our activities and ensure transparency in all our actions by collecting data, maintaining an evidence-based approach and adopting best practices where they exist. In their absence, we will create suitable frameworks to ensure accountability.

# STRATEGIC MAP

## 5 Guiding Pillars

The 5 Pillars act as Canadore College's operations filter, ensuring the alignment of our decisions and actions. All that we do must align with the 5 Pillars in support of the College's strategic direction.







## Student Success

- ◀ Leadership in student success initiatives
- ◀ Diverse support mechanisms for our students
- ◀ Job-focused career preparation
- ◀ Lifelong connection to Canadore
- ◀ Connectivity with community support services, mentors and networks
- ◀ Global and cultural awareness
- ◀ Financial and technical literacy for all students
- ◀ Widely incorporating service-enabling technologies into our operations



## Program and Service Excellence

- ◀ Global approach
- ◀ Targeted high-demand programs and services driven by employers and students
- ◀ Adopt major-minor credentialing framework
- ◀ Connect to employers through active program advisory committees, collaborations and affinity partners
- ◀ Specialty training programs to meet client-specific needs
- ◀ Experiential learning across all full-time programs
- ◀ International programming leading to global connections and careers
- ◀ Maintain quality credentials to meet industry demand
- ◀ Partnerships with communities, employers, agencies, broader private and public sectors
- ◀ Creation of Collaboration & Innovation Enterprise Hubs, beginning with the Innovation Centre for Advanced Manufacturing and Production (ICAMP) and The Village
- ◀ Expand applied research capacity



## Innovation and Entrepreneurship

- ◀ Indigenous partnerships that are solution-focused, develop capacity and support self-determination
- ◀ Mutual-value private and public sector partnerships
- ◀ Collaboration with the education sector partners of all levels – secondary schools, universities, colleges, polytechnics and private trainers
- ◀ Design and delivery of customized programs
- ◀ Recognition of experience, prior learning, and pathways creation
- ◀ Leveraging the wide use of technology, including artificial intelligence, in our programs and services
- ◀ Applied research in all schools supporting experiential learning
- ◀ Applied research based on industry needs/demands supporting economic growth



## Connection to Community

- ◀ Committed to regional and provincial economic development
- ◀ Supporting the social development of our students and communities
- ◀ Strengthen and enhance educational partnerships domestically and internationally with public and private sectors
- ◀ Create entrepreneurial enterprises and collaborative hubs that support and reinforce our communities
- ◀ Engagement with our alumni on- and off-campus
- ◀ Sustain and enrich robust program advisory committees (PACs) that reflect the industries and communities that employ Canadore graduates



## Sustainability (fiscal and environmental)

- ◀ Diversify funding sources domestically and internationally
- ◀ Fiscally responsible in our approach
- ◀ Assume an entrepreneurial view in all we do with a defined acceptable levels of risk
- ◀ Actively seek international education opportunities and projects to expand our revenue sources and enhance the learning experience for students and employees
- ◀ Plan and execute with effectiveness and efficiency in every aspect of our organization
- ◀ Build institutional productivity and capacity (human and fiscal) by being innovative, skilled and confident in taking measured risks



Parry Sound and Area Community Apiary





**STUDENTS + ALUMNI =**  
**\$243.8 MILLION**  
 to the Nipissing Parry Sound  
 Service Area economy



Approximately  
**2,751 STUDENTS**  
 relocated to the Nipissing Parry  
 Sound Service Area  
**TO ATTEND** Canadore



**DAILY OPERATIONS +**  
**SPENDING OF OUT-OF-REGION +**  
**RETAINED STUDENTS =**  
 Approximately  
**\$61 MILLION**  
 of **ADDED INCOME** for  
 Nipissing Parry Sound Service Area



Out-of-region and regionally-retained  
 students accounted for  
**\$44.5 MILLION** in spending  
 in the Nipissing Parry Sound Service  
 Area, generating  
**\$11.8 MILLION** in new income



**CANADORE ALUMNI** working in the  
 region generated  
**\$182.8 MILLION** in  
**ADDED INCOME** through their  
**HIGHER EARNINGS** and the  
**INCREASED PRODUCTIVITY** of  
 their **EMPLOYERS**

**SOLUTIONS-DRIVEN**  
**COMMUNITY-CENTRIC**  
**ADAPTIVE** CHALLENGE DELIBERATE  
**DIGITAL** INVESTMENT  
**REVOLUTIONARY** ONTARIO **INNOVATIVE**

**PARTNER**  
**EXCELLENCE** **CANA**  
**CANADA** **VALUE**  
**STUDENT-CENTRIC** **INCUBATOR**  
**CONTEMPORARY** **FORWARD-THINKING**  
**RELATIONSHIP** **SUSTAINABLE**  
**PROFESSIONAL**  
**LEVERAGING**  
**PARRY SOUND**

**APPLIED**  
**RE-IMAGINE**  
**RESPONSIVE**  
**NORTH BAY**  
**DORE**  
**COMMUNITY**  
**RESOURCEFUL**  
**INTERNATIONAL**  
 PROGRESSIVE  
**QUALITY**  
 OUT OF THE BOX  
 TRANSFORMATIVE  
**EFFICIENT**  
 RETURN ON INVESTMENT  
**COLLABORATIVE**  
 ROOTED  
**SUCCESS**  
 TRUSTWORTHY  
**ENTREPRENEURIAL**  
 PROPEL  
 ELEVATE  
 REDEFINE  
**CONNECTED**  
 INSPIRING  
**GENUINE**



**ADDED INCOME**  
 is equal to approximately  
**6.5%** of the gross  
 regional product



For every dollar students **INVEST** in  
 Canadore, they will receive a  
**CUMULATIVE \$3.50**  
 in **HIGHER FUTURE EARNINGS** over  
 the course of their working careers



Taxpayers in Ontario will receive  
**\$838.8 MILLION** in added  
 income and **\$7.7 MILLION** in  
 social savings related to **REDUCED**  
**CRIME, LOWER UNEMPLOYMENT**  
**AND IMPROVED HEALTH**



**PROVINCIAL TAXPAYERS**  
 will receive a  
**RATE OF RETURN** of  
**33.1%** on their **INVESTMENT**  
 in Canadore



**SUPPORTED**  
**6,068 JOBS** in the  
 Nipissing Parry Sound Service Area  
**ECONOMY**

# The Context Behind our Direction

The future will bring with it many challenges and opportunities as we renew ourselves to face the increasingly complex needs of our students and the workplace.

As we execute our strategy, we are faced with shrinking numbers of traditional students, more competition in postsecondary options, skills and knowledge shortages, higher expectations for credential completion to enter into traditional employment, expanding economic disparity, increased fiscal pressures, and our state of existence being displaced by technology platforms.

Canadore College is tasked with developing a knowledge economy workforce able to contend with the pressures of the fourth industrial revolution, which fuses the physical, technological, digital and biological

worlds with an impact on all economies and industries. We will achieve this by providing unique learning and applied research experiences in an inclusive, safe environment.

Education is a global business and Canadore is faced with increased competition both domestically and internationally. The combined cost pressures and the ability to respond at market speed with the right programs and associated credentials will be a key element in our differentiation.

Regardless of locality, learners and businesses are becoming increasingly culturally diverse and global-minded, and we have an obligation to prepare our graduates for this reality. Social, environmental, and financial responsibilities drive the bottom line of successful enterprises – the triple bottom line: people, planet, profits.







We will not be bound by standard convention

We will take calculated risks

We will lead where we choose to lead

We will set our course and exercise control of our future

Innovation Centre for Advanced Manufacturing and Production



# Strategic Enablers

During the strategic planning process, a number of enablers were identified. Some are unique to Canadore, while others require additional development. Each and every one of them is critical to our future.

- ◀ Our employees: skills, knowledge, innovation and commitment.
- ◀ Our ability to recruit and retain new talent.
- ◀ Our investment in personnel to support teaching and service excellence through professional development.
- ◀ Our dedication to student success: commit to assisting each student reach their individual potential in a culturally-safe environment; every motivated student who engages with us in a learning partnership deserves access to success at Canadore College.
- ◀ Our connection to business and industry.
- ◀ Our commitment to provide credential laddering for our students ranging from certificates to diplomas, to degrees at Canadore and beyond.
- ◀ Our promise to embrace technology to improve the lives of our students and employees.
- ◀ Our pledge to the communities we serve to be active and engaged partners in the economic development of the region and province.
- ◀ Our commitment to differentiate the Canadore graduate through experiential learning and unique student experiences.
- ◀ Our assurance to pursue international education opportunities and projects reflecting the 21<sup>st</sup> century marketplace and diverse multicultural society.

The College looks forward to the future, which is filled with opportunity and promise. We are confident that **GREAT THINGS** will continue to happen here at Canadore College.

# Tracking our Success

Our success is measured against our graduates attaining meaningful program-related employment coupled with being active, positive contributors to our society. To this end, Canadore will ensure its operating plans include indexes that reflect student success, program quality, financial sustainability, connection to community, cultural competence, applied research, return on investment and environmental stewardship.





**OUR FOCUS**

- Student success
- Program and service excellence
- Connection to community
- Sustainability
- Innovation and entrepreneurship

**\$300**

**MILLION ANNUALLY**  
regional impact = 6.5% of the  
gross regional product



Approximately  
**45,000 ALUMNI**  
**WORKING AROUND THE GLOBE**  
and over 1,000 graduates  
each year

**75+**

**FULL-TIME**  
**QUALITY PROGRAMS**  
with outstanding faculty  
and student services



Almost  
**500 international**  
**students** come to Canadore  
each year



We work closely with more than  
**50 First Nations Communities**



**CANADORE**  
college.ca

COLLEGE DRIVE CAMPUS



AVIATION TECHNOLOGY CAMPUS



COMMERCE COURT CAMPUS



WEST PARRY SOUND CAMPUS

**5,600**

Approximate  
**STUDENT POPULATION**  
each year from all over the world, representing  
more than **400 COMMUNITIES**



Indigenous students make up  
**25%** of Canadore's student  
population



**5,000+**  
Indigenous Alumni



Access to  
**CUTTING EDGE  
TECHNOLOGY**



over  
**150,000** sq. ft.  
of premium skilled trades  
**LAB TRAINING SPACE**



**Largest number of aircraft**  
of any Ontario College



**5,500** sq. ft.  
post production centre

# Executive Summary



We will continuously review, modify, create and sunset programs and services to meet the needs of the ever-changing marketplace. This task will include the development of new educational disciplines, skills and services relevant to students and employers in a climate that will experience rapid transition driven by artificial intelligence, global competition, political policy and climate change.

Traditional levels of government investment will make up less of Canadore's operating budget. What does this mean?

We must maintain flexibility to be innovative and entrepreneurial in our approach to creating applied learning opportunities for our diverse domestic and international learners.

We have to secure our ranking as a destination of choice for applied education and training in order to maintain critical mass to sustain the breadth of programs that contribute significantly to the economic well-being of the region and province.

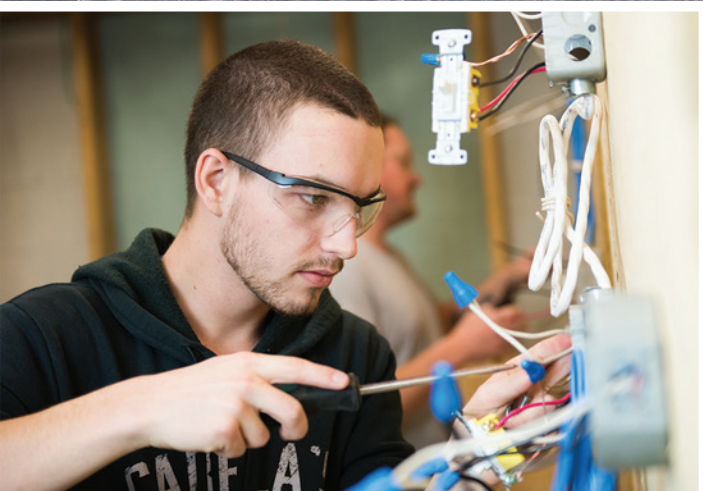
We must seek partnerships and leverage our resources to ensure that we have the capacity to respond to student and employer needs around the world.

We are required to continuously enrich the student experience by expanding opportunities unique to each learner through experiential learning and co-curricular opportunities on and off campus.

We have to constantly strive to improve the quality of everything that we do. We find ourselves in a global market where our graduates must compete in a competitive global economy. Our programs and services must be world-class.

## The Village







Canadore College  
will focus on  
creating an  
exclusive student  
experience  
unlike any other  
found in Ontario.

Discovery Routes - Education Centre Trail

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 **CANADORE**  
college.ca

# What WE stand for

Our vision is to build upon our resolute focus on student success.

Canadore will accelerate the evolution of our programs and services to ensure that we are the destination of choice for experiential learning and a unique student experience that meets the needs of the 21<sup>st</sup> century workplace.

**WE** will not be bound by standard convention.

**WE** will be entrepreneurial and innovative.

**WE** will reflect the society we are building together.

**WE** value our relationship with Canada's First Peoples and we will continue to foster these relationships anchored in mutually-beneficial partnership, transparency, capacity building and self-determination.

**WE** will continue to transform to meet the needs of employers.

**WE** will remain strongly connected to the communities we serve and act as a catalyst for economic development.

**WE** will continue to internationalize Canadore domestically and across borders.

**WE** will transform within the context of our vision and financial capacity by taking manageable risks.

**WE** will enhance our strong foundation of student success, program and service excellence, innovation and entrepreneurship, connection to community and sustainability.

*Most importantly, Canadore College recognizes that*

**WE** cannot achieve our goals without the support of our communities, partners, industry and the government.

**WE** are confident about our future as we begin the next 50 years of making **GREAT THINGS HAPPEN HERE** and we thank you for your ongoing support as we create positive change.





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