



Canadore College
Academic Strategy

2026

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GREAT THINGS HAPPEN HERE

Introduction

The Canadore Academic Strategy 2026 is an extension of Canadore College Strategic Plan (Canadore 2026).

The Academic Strategy 2026 is realistic yet aspirational and builds on many years of **success, growth, and commitment to core values**. Through the Strategy, Canadore embraces its responsibility for **shaping the future** of its local community and beyond.



Canadore's Statement of Purpose 2026

Canadore College is an institution of applied learning and research with a strong focus on experiential learning.

It will be the college of choice for connecting people, education, and employment through applied learning, entrepreneurship, leadership, and innovation. Our programs and services will be driven by market demand to meet the needs of today and tomorrow.

Our goal is to be the leader in all we do.

Our objective is to expand our reach through diversification, market expansion, and partnerships in a sustainable manner. We will bring value to our students, employers, partners, and the communities we serve.

Our organizational success will be measured by the College's metrics and those of the government and our partners. As an academic institution, student success will be our leading metric.

Creative, multi-disciplined approaches will be brought to opportunities as they are discovered or created by Canadore. We will challenge the status quo and we will not be bound by standard conventions.

Differentiation will be the key element to our success. Differentiating our student experience and program and service design and delivery will distinguish Canadore.

The 5 Pillars – Student Success, Program and Service Excellence, Innovation and Entrepreneurship, Connection to Community, Financial and Environmental Sustainability – guide our decision making and ensure the organization remains grounded in its fundamentals.

We remain committed to the implementation of the Truth and Reconciliation Commission recommendations that are relevant to post-secondary education, and the principles of freedom of expression, equity, diversity, and inclusion. We will invest in our people to develop capacity to ensure we successfully attain our collective objectives.

Canadore College has committed to supporting the 17 Sustainable Development Goals (SDGs) of the United Nations Sustainable Development Accord by considering the SDGs in research, campus operations, and curriculum development. The College has set a goal to become carbon neutral by 2031.





Background

The genesis of this Academic Strategy dates back to 2020 with the development of ten Academic Priorities. These priorities were developed during the previous Canadore Strategic Plan 2022 and, while not constituting a fully formed academic strategy, represented the College's focus on academic excellence and guided the process for decision making and planning on academic matters. The priorities were in conformity with, and linked to, the College's Key Strategic Goals to maximize effectiveness and value. These ten priorities were also mapped to Canadore's Five Pillars: Student Success, Program and Service Excellence, Innovation and Entrepreneurship, Connection to Community, and Financial and Environmental Sustainability.

The ten priorities are now transferred into the newly developed goals and objectives, which are in turn being further mapped onto our commitments to Truth and Reconciliation (TRC), Freedom of Expression, Equality, Diversity, and Inclusion (EDI), and Sustainable Development Goals (SDG). By mapping the academic priorities (then), and goals and objectives (now), to our pillars and commitments, Canadore College has remained focused on its core values and has been able to measure, evaluate, and improve what it does and how it does it. This mapping and continual assessment and evaluation has represented a strategy to ensure that the development and delivery of the academic agenda is deliberate, justified, needed, and timely.

Process

The development of the Academic Strategy 2026 is a result of months of discussion, deliberation, consultation, and evaluation. It involved not only the entire Academic Leadership Team, but all parties of interest to Canadore College. Learners, faculty, alumni, support staff, administrators, College Council, community leaders, academic partners, industry experts, and members of the College's various Program Advisory Committees (PACs) were invited to provide recommendations, suggestions, and feedback throughout the process to shape our academic direction moving forward. Interested parties had the opportunity to provide written feedback, attend focus groups, and complete surveys throughout the process to further develop goals and objectives. Once that initial quantitative and qualitative data was collected and collated, parties could participate in town halls to provide feedback on the findings. The Academic Leadership Team engaged in two separate brainstorming retreats to first shape the process and set priorities and later refine the strategy based on the feedback obtained. To further ensure that we were on the correct path, surveys with learners, faculty, and other collaborators were conducted to ensure that the goals that were developed matched their priorities. The results were conclusive in that there was clear alignment between their priorities and the proposed strategy.

The Academic Strategy 2026 represents the combined efforts, vision, and ideas of the entire Canadore community. It represents our collective commitment to academic excellence and high-quality education and training for our learners, our community, and beyond. All those who participated in its development share ownership over it and as a result are accountable to it. We are appreciative of all those who participated in this process and look forward to even greater participation of our academic community in the development of future Academic Strategies as we continue to strive to meet the demands of 21st century higher education.



Goals and Objectives

Goal 1: Develop and deliver market-driven and learner-centric applied academic programs and training courses that are aligned to the highest standards and are subject to cyclic, extensive, and meaningful reviews.

- ◀ **Objective 1.1:** Maintain a high standard of academic rigor during new program, curriculum, and course development that is based on informed intelligence and with a focus on industry expectations including any applicable professional standards, while incorporating effective experiential learning opportunities and considering relevant accreditation requirements.
- ◀ **Objective 1.2:** Execute cyclic and comprehensive reviews of previously developed and delivered academic programs to assess their effectiveness, relevance, and alignment with current and future needs. Incorporate findings into a PDCA (Plan-Do-Check-Act/Adjust) cycle ensuring sustained academic quality and industry responsiveness.
- ◀ **Objective 1.3:** Advance the development of 3-year degree programs that complement, and add a credential level, to the suite of current offerings to meet learner needs and industry demands both domestically and internationally.
- ◀ **Objective 1.4:** In collaboration with industry partners, and other interested parties, advance the development of training courses, including microcredentials, that promptly respond to the evolving employability skill set requirements of current and future workforce needs and provide learners with meaningful lifelong learning opportunities.
- ◀ **Objective 1.5:** Incorporate relevant Truth and Reconciliation Commission recommendations into the design and delivery of academic programs.
- ◀ **Objective 1.6:** Incorporate the principles of freedom of expression, equity, diversity, and inclusion into the design and delivery of academic programs.
- ◀ **Objective 1.7:** Incorporate the Sustainable Development Goals into the design and delivery of academic programs.
- ◀ **Objective 1.8:** Emphasize the development of problem solving, critical thinking, teamwork, and communication skills in the design and periodic review of all program curricula and courses.
- ◀ **Objective 1.9:** Constructively engage industry partners including employers and other parties of interest in the development of new programs and review of existing ones through participation in diverse, representative, and effective Program Advisory Committees.
- ◀ **Objective 1.10:** Strengthen and expand mutually beneficial and effective academic partnerships, both nationally and internationally, to facilitate knowledge sharing and cultural awareness in both program development and delivery as well as applied research.

Goal 2: Sustain a contemporary and dynamic teaching and learning strategy supported by scholarly research, teaching resources, and best practice.

- ◀ **Objective 2.1:** Advance research in scholarly teaching and learning through active encouragement and support as well as progressive deployment of meaningful tactics leading to organizing and hosting a peer-reviewed conference.
- ◀ **Objective 2.2:** Recognizing human capital as the key asset and differentiator, attract and retain qualified faculty and academic administrators and support staff through effective strategies that include enabling meaningful professional development opportunities and supports as well as recognition mechanisms such as that for excellence in teaching.
- ◀ **Objective 2.3:** Deploy effective academic delivery models and pedagogy that is based on learner academic level and expectations, designed with faculty engagement, aligned with best practice, and subject to continuous evaluation and improvement.
- ◀ **Objective 2.4:** Maintain focus on the development of practical skills in the delivery of each academic program through carefully designed and evaluated experiential learning opportunities that provide learners with “real world” exposure to the dynamics of their chosen field and include, but are not limited to, placements, hands-on training, simulations, field trips, interprofessional education, guest speakers, and engagement in applied research.
- ◀ **Objective 2.5:** Embrace the proven effectiveness of Indigenous ways of learning to enhance the pedagogical approach and learner experience as and where applicable. Also, and with a socially conscious lens, research other teaching and learning techniques and guidelines that might not be considered “traditional” academically but can in fact yield desired outcomes.
- ◀ **Objective 2.6:** Enhance the academic advising framework to effectively deliver the support required for a seamless and personalized academic journey and experience for learners.

Goal 3: Explore and acquire technological and up-to-date program-specific resources and training aids that promote an enhanced teaching and learning environment.

- ◀ **Objective 3.1:** Through active engagement of faculty, academic support staff, internal collaborators, and external parties of interest, explore, identify, pilot, evaluate, and acquire program-specific resources including technological innovations and training aids that support effective attainment of program learning outcomes and research objectives.

- ◀ **Objective 3.2:** Make available sufficient and contemporary instructional spaces and physical resources that facilitate a seamless learner experience as well as effective and efficient academic delivery.
- ◀ **Objective 3.3:** Develop strategies to shift the perception of rapidly evolving artificial intelligence domains and redirect towards a focus on the many potential benefits, through scholarly research and constructive engagement with academic partners and other concerned parties of interest.
- ◀ **Objective 3.4:** Support capacity building and training needs required to stay current in the adaptation and deployment of the necessary technologies for enhanced academic delivery and operations.
- ◀ **Objective 3.5:** Continue to seek and secure external funding opportunities to support the cyclic update and enhancement of required physical resources.

Goal 4: Deliver a strategic, selective, and socially responsible research strategy that brings together interested parties to create new knowledge and deliver data-informed solutions that are applicable to real-world problems, which are then shared with our learners and communities at large.

- ◀ **Objective 4.1:** Strategically, selectively, and through leveraging scientific reports and working groups, develop impactful, targeted, multidisciplinary, interprofessional, and indigenous-specific research projects.
- ◀ **Objective 4.2:** Enhance overall research culture within the College by offering professional development opportunities, workshops, and support for faculty, staff, and learners.
- ◀ **Objective 4.3:** Increase the number of faculty, staff, and learners engaged in research and relevant interdisciplinary and experiential learning activities.
- ◀ **Objective 4.4:** Sustain strong and mutually beneficial relationships with community and industry partners targeting alignment in meaningful, valuable, and solution-oriented applied research projects.
- ◀ **Objective 4.5:** Seek and secure an increased amount of external funding for applied community-led and industry-led research projects.
- ◀ **Objective 4.6:** Maintain an institutional mechanism for research project initiation, approval, preparation, reporting, and recording as well as a knowledge management system that facilitates linking industry partners with Canadore programming, resources, and overall potential.

Goal 5: Execute a comprehensive internationalization strategy that seizes opportunities and confronts challenges, ensuring commitment to our core values.

- ◀ **Objective 5.1:** Enhance existing services and support for international learners while strengthening communication platforms and cross-departmental alignment.
- ◀ **Objective 5.2:** Develop and sustain strategic, mutually beneficial, and effective international partnerships as well as engagement in special projects.
- ◀ **Objective 5.3:** Develop and implement a comprehensive international marketing and recruitment strategy that is supported by an effective external network and sufficient internal resources to facilitate achievement of the international recruitment and diversification targets.
- ◀ **Objective 5.4:** Enhance inbound and outbound learner and faculty engagement, exchange, and mobility opportunities.
- ◀ **Objective 5.5:** Adhere to the Standards of Practice for International Education through incorporating it into the cyclic planning, execution, and quality assurance framework while maintaining constructive engagement with external parties of interest.
- ◀ **Objective 5.6:** Foster the development of a globally oriented academic offer at Canadore College through the integration of an internationally informed pedagogy, 'Internationalization@Home' opportunities, and joint academic programming with international partners.

Goal 6: Engage in creative and innovative projects that support Canadore's differentiation and market proposition aspirations.

- ◀ **Objective 6.1:** Support and encourage internal entrepreneurial, innovative, and creative activities and projects that add value to Canadore positioning and the community at large.
- ◀ **Objective 6.2:** Seek and secure external funding opportunities through responding to calls for proposals from all levels of government and the broader public/private sector in areas that align with Canadore strategic goals, capacity, and expertise.
- ◀ **Objective 6.3:** Explore, evaluate, and engage in global innovative, creative, and value-adding projects that align with Canadore strategic goals, capacity, and expertise.
- ◀ **Objective 6.4:** Support initiatives and projects that reduce Canadore's carbon footprint and programs supporting the green economy to be carbon neutral by 2031.

Goal 7: Maintain and support the evolution of an efficient resource planning and process optimization system that is fact-based and data-driven and is nurtured within change management.

- ◀ **Objective 7.1:** Continue to analyze critical processes that impact key academic objectives and operations using recognized standard optimization tools and techniques and through constructive engagement with the concerned parties, then apply the necessary refinement.
- ◀ **Objective 7.2:** Ensure that each process is explicit, accessible, transparent, and supported by the necessary resources including guidelines, workflow, and forms.
- ◀ **Objective 7.3:** Develop a system to effectively manage capital and operational asset inventory within the academic portfolio that is based on recognized standards and through active engagement with the concerned parties.
- ◀ **Objective 7.4:** As a knowledge creation and sharing institute, nurture a culture that embraces change as an opportunity and manage it with proactive planning, active engagement, and transparent communication.
- ◀ **Objective 7.5:** Enhance utilization of key organizational data through structured and meaningful transfer to knowledge that is proactively shared, based on specific needs of each function, leading to improved resource planning and decision making.
- ◀ **Objective 7.6:** Maintain fiscal responsibility during budget development and execution.

Goal 8: Deploy a robust quality management system that supports our sustained pursuit for academic excellence and is integrated into our culture and planning process.

- ◀ **Objective 8.1:** Continue implementation of the Academic Effectiveness and Quality Management Framework, ensuring that it is subject to continuous improvement and is widely and transparently communicated internally with active engagement from all collaborators.
- ◀ **Objective 8.2:** Maintain current all necessary academic policies, procedures, standards, and guidelines that do not only meet the requirements of the regulators but also the highest benchmarks in higher education.
- ◀ **Objective 8.3:** Provide quality assurance oversight and support to partners delivering Canadore academic programs leading to its credentials.
- ◀ **Objective 8.4:** Sustain a culture of academic excellence that is rooted in quality practices and meaningful assessment tools and performance indicators leading to informed planning and fact-based decision making.

Execution and Evaluation

The Canadore Academic Strategy 2026 is in conformity with, and will facilitate delivery and measurement of, the Canadore Strategic Plan (Canadore 2026). The Strategy will also guide the yearly academic business planning and budgeting process. As such, it will be easier to prioritize, execute and evaluate both top-down using the higher-level key performance indicators and bottom-up through attainment of business plans metrics.

Future academic strategies will leverage the valuable insights and lessons gleaned from Canadore Academic Strategy 2026, fostering a culture of continuous improvement to stay adaptable and optimize efficiency and effectiveness.



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