

# 2016-2020 Strategic Plan – Promoting Student Success

**College of New Caledonia**



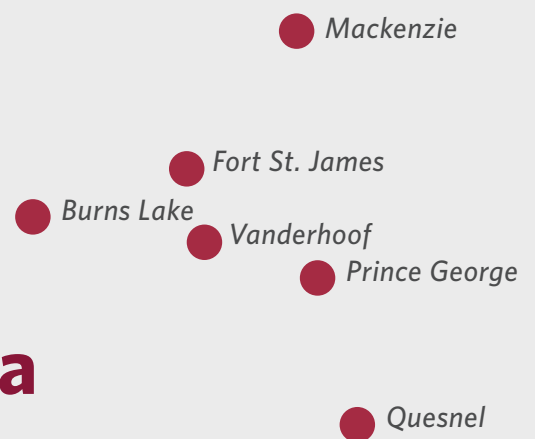


# College of New Caledonia Overview

The College of New Caledonia (CNC) is a public community college dedicated to helping meet the adult and post-secondary educational needs of northern British Columbians since 1969. Serving an area approximately 117,500 square kilometers in size, or 12% of the province, CNC plays an important role in training and educating students in health sciences, trades and technologies, social services, business and university studies.

CNC has six campuses across British Columbia's Central Interior - Prince George, Burns Lake, Fort St. James, Mackenzie, Quesnel and Vanderhoof. Across all campuses, 5000 students in 90 distinct programs are enrolled each year.

With affordable tuition, practical, hands-on learning and no more than 37 students in a class, students can acquire the skills they need for a long-lasting, stable and successful career in as little as 10 months. CNC offers students the ability to easily transfer into the third year of degree programs, with 15 agreements with 10 universities in B.C., Alberta and elsewhere.



The College of New Caledonia is honoured to work with the Aboriginal people in this region, inclusive of the First Nations, Métis and Inuit peoples. We acknowledge the graciousness of the First Nations peoples in welcoming those who are seeking knowledge on their traditional territories. There are many First Nations communities within the region served by the College:

Cheslatta Carrier Nation	Nee Tahi Buhn Band
?Esdilagh (Alexandria) First Nation	Saik'uz First Nation
Kwadacha Nation	Skin Tyee Nation
Lake Babine Nation	Stellat'en First Nation
Lheidli T'enneh Nation	Takla Lake First Nation
Lhoosk'uz Dene Nation	Tl'azt'en First Nation
Lhtako Dene First Nation	Tsay Keh Dene Band
McLeod Lake Indian Band	Ts'il Kaz Koh (Burns Lake Band)
Nadleh Whut'en	Wet'suwet'en First Nation
Nak'azdli Whut'en	Yekooche First Nation
Nazko First Nation	

It is also important to acknowledge the participation of other Aboriginal groups whose participation on Aboriginal Advisory Committees and the Yinka Dene Council contributes to the success of Aboriginal Education at CNC: Carrier Sekani Tribal Council, PG Nechako Aboriginal Employment & Training Association, Métis Nation of BC, New Caledonia Métis Association, Prince George Native Friendship Centre, North Cariboo Family Program, Cariboo Chilcotin Aboriginal Training Centre, Tillicum Friendship Centre, and Aboriginal representatives from the University of Northern British Columbia, School Districts of Nechako-Lake s(91), Prince George (57), and Quesnel (28).

# Letter from the CNC Board of Governors Chair

On behalf of the entire Board of Governors of the College of New Caledonia, I am pleased to share the *2016-2020 Strategic Plan - Promoting Student Success*. As the name suggests, the Plan recognizes that the true measure of any educational institution is the experience of its students.

This Plan is the result of a year of challenging questions, reflection, stakeholder input and hard work and I would like to thank everyone who participated in its creation. Following our mission and values in pursuit of the priorities set out in the Plan will ensure that the college is a vibrant and rewarding place to learn, teach and work, and a valuable pillar in the communities in which it serves.

Working together, guided by the Plan, the College of New Caledonia will continue to provide a brighter future for those it serves.

Yours truly,



**Jason Fisher**  
Chair, CNC Board of Governors

## Message from the President



Jason Fisher, CNC Board of Governors



Henry Reiser, CNC President



# Letter to CNC community

Since 1969, the College of New Caledonia (CNC) has been an integral part of British Columbia's post-secondary education system. We've undergone tremendous change over the years, but what makes CNC unique is our ability to continue to deliver high quality education to our students in a constantly changing world.

Throughout the province, British Columbia's post-secondary institutions are undergoing significant change. As an educational partner in our region's economic development, more emphasis is being placed on training and educating students for the demands of the labour market. It's an honour to be helping CNC grow and adapt to this changing imperative, while still maintaining the necessary opportunities and services for our students and communities.

Our new **2016-2020 Strategic Plan - Promoting Student Success** is the culmination of a thorough and thoughtful consultation with our students, our employees, our communities, our partners and many other integral stakeholders to chart a course for our future. We take the input, advice and direction of our partners seriously, and that information was an essential element in the development of this plan.

We strive to be inclusive at CNC as we have a diverse group of students at six distinct campuses serving an expansive area of B.C.'s Central Interior. This Strategic Plan builds on our successes, with a focus to the future.

**2016-2020 Strategic Plan - Promoting Student Success** has five core directions:

- Enhancing the student experience
- Improving our culture of service
- Supporting Aboriginal students and the integration of Aboriginal culture and knowledge
- Improving organizational culture and employee satisfaction; and
- Clearly communicating change and new directions with our stakeholders

By establishing a culture of service and enhancing the student experience, we will create an institution that better serves the evolving needs of our students from the point of first contact to the time they graduate. We can improve the student experience, and ultimately, the success they achieve at CNC.

The Aboriginal population in our region is significant and growing, and it's important to understand the history and culture that Aboriginal learners bring with them when they come to CNC. Working in partnership with Aboriginal communities, we will ensure culturally relevant support services are in place that allow us to better engage and support Aboriginal learners. Incorporating Aboriginal culture and history on campus and in course and program curriculum will enhance awareness and cultural competencies and enrich the lives of all our students and employees. We will work with Aboriginal Advisory Committees and the Yinka Dene Council to create an Aboriginal Education specific to CNC that will support Aboriginal students in reaching their educational goals and moving forward in careers of their choice.

We acknowledge that our dedicated employees are instrumental to the success of our students. Our Strategic Plan recognizes the importance of developing our employees and celebrating their contributions, because ultimately, their success directly translates into a better education and experience for our students.

Finally, as proud as we are of the work of our students and employees, we know we face some challenges. The feedback we received during our consultations demonstrated that there is more we can do to engage and communicate with our students, our employees, our communities and other important stakeholders. We're committed to ensuring all of the groups that make CNC what it is are informed of changes, developments or new directions at CNC.

Working with our Board, our employees, our students and our community partners, I know we will continue to build a bright future for the College of New Caledonia.

Let's show the world why CNC is the place to be.



**Henry Reiser**  
President, College of New Caledonia

# Mandate

*Our mandate describes what we are here to do as a public post-secondary institution in British Columbia. The College of New Caledonia operates within a legislative framework provided under the British Columbia Colleges and Institutions Act.*

The Act states that the objectives of a college are to provide comprehensive:

- A.** Courses of study at the first and second year levels of a baccalaureate degree program
  - Courses of study for an applied baccalaureate degree program
- B.** Post-secondary education or training
  - Adult basic education
- C.** Continuing education

CNC will, in fulfilling its mandate, consider the provincial government's strategic priorities when allocating institutional resources. CNC's mandate includes a commitment to:

- A.** Ensure that British Columbians have access to high quality post-secondary education and training programs
- B.** Operate as efficiently as possible, to ensure British Columbians are provided with high-quality programs and services
- C.** Be responsive to student and labour market demands
- D.** Implement BC's Skills for Jobs Blueprint
- E.** Assist in advancing the Ministry of Advanced Education's Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan, and the International Education Strategy

# Mission

*Our mission describes what we are here to do as a community college in Northern British Columbia.*

The College of New Caledonia, as a comprehensive community college, provides access to lifelong learning and facilitates the achievement of educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.



## **Vision** *Our vision is what we intend to become within a certain timeframe.*

The College of New Caledonia will deliver programs and services of the highest standard possible to our learners. CNC will be recognized regionally and internationally for implementing effective learning opportunities, which will increase educational access for our learners. Students, employees and communities will share “one experience” of CNC. Our programs will support the development of local, regional and global leaders.

## **Values** *Our values guide us in how we make decisions and do our work at the College of New Caledonia.*

### **Respect**

We respect and value each individual by being inclusive and embracing the diversity of our learners and college communities.

### **Accountability**

We are accountable to each other and to the college community for our actions and for achieving our commitments.

### **Integrity**

We act with integrity, fulfilling promises and ensuring open, respectful relationships.

### **Transparency**

We conduct ourselves in an open, honest, and transparent manner.

### **Relationships**

We work together to advance CNC in its academic mission and in fostering respectful relationships.

# Our Strategic Directions



1

## Student Success

*The College of New Caledonia will support and enhance the student experience to enable the engagement and success of our learners.*

### **Actions:**

- In collaboration with students, develop a definition of student success to inform college planning.
- Ensure high quality, relevant, and responsive curriculum and programs.
- Increase available educational opportunities for students with creative educational programs and by reducing barriers to access.
- Increase access to quality educational opportunities through a variety of learning delivery methods, including in-person, online, blended, and the real-time, instructor-led Digital Delivery Instruction (DDI).
- Increase partnerships and agreements with community organizations and educational institutions to support student opportunities.
- Increase student access to international activities such as Study Abroad opportunities, international partnerships with foreign schools, and international project work to encourage the development of global citizens and to support intercultural competencies.
- Increase the number of articulation agreements with post-secondary institutions provincially, nationally and internationally to enhance transferability and expand student options for further education.

## Culture of Service

*The College of New Caledonia will provide quality service and an excellent experience for students, Aboriginal communities, employers, industry groups, employees, and all stakeholders engaging with CNC.*

### **Actions:**

- Establish a standard of customer service that will be used across the college when interacting with students, colleagues, and external customers.
- Provide quality integrated, user-focused and efficient services aligned with student needs and enhance services to students by increasing online access.
- Ensure future renovations to college campuses maximize accessibility for all users to create inclusive, diverse, and welcoming campuses.
- Develop an internal process for receiving feedback to support continuous service improvements.

3

## Aboriginal Education

*The College of New Caledonia will work in collaboration with Aboriginal communities to incorporate Aboriginal cultures throughout CNC campuses and programing.*

### **Actions:**

- Support Aboriginal students to participate, complete, and be successful in CNC courses and programs.
- Incorporate more Aboriginal culture, history, teachings, and knowledge in CNC courses, programs and on campus to enrich all student experience.
- In consultation with Aboriginal Advisory Committees and the Yinka Dene Council, develop an Aboriginal Strategic Plan to complement CNC's Strategic and Education Plans, and the Ministry of Advanced Education's Aboriginal Policy Framework.
- Build relationships with and be accountable to Aboriginal communities for educational goals.

# Organizational Culture

*The College of New Caledonia recognizes that employees are the building blocks of a successful and thriving college, and will work to create a values-based organizational culture.*

## **Actions:**

- Encourage a culture of accountability and lead by example.
- Promote team building, employee engagement, and a workplace design that supports employee success.
- Acknowledge and celebrate the achievements of our employees.
- Increase employee satisfaction.
- Improve professional development opportunities.
- Develop and implement initiatives to enhance team and departmental effectiveness.

5

## Community Engagement

*The College of New Caledonia will engage with students, Aboriginal communities, employers, industry groups, employees, and others to ensure those connected to the college are engaged on and informed of changes, developments, and new directions.*

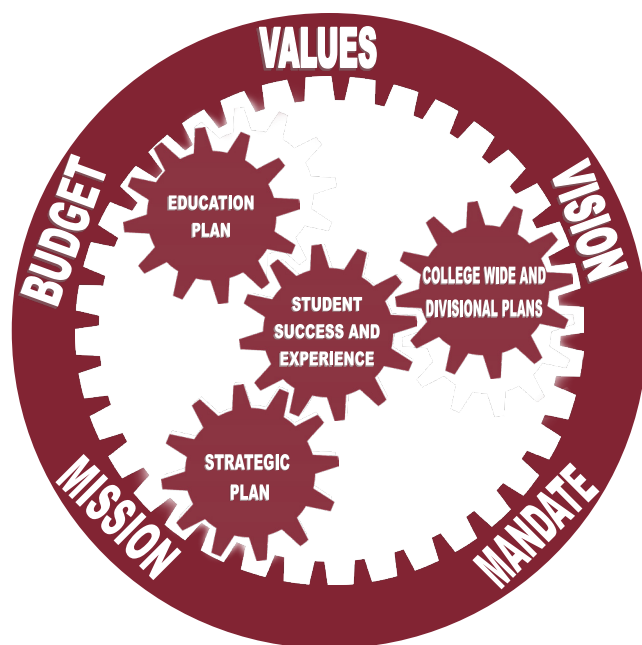
### **Actions:**

- Implement an effective communications and engagement plan to strengthen relationships with students, businesses, industry, school districts, Aboriginal communities, and community organizations.
- Expand community involvement by engaging a broader base of community members in college activities.
- Offer face-to-face meetings for students, employees, and citizens to create an opportunity for dialogue and two-way communication with CNC Executive.
- Increase awareness of the college within the region by developing an integrated communications approach, utilizing timely and creative channels.
- Build relationships with and be accountable to communities for educational goals.

# CNC's Planning and Accountability System

Our Strategic Plan was built on the strong foundation of our mandate, mission, values, vision, and budgetary considerations. The success of our students is at the heart of what we do at the College of New Caledonia. Our mission is to provide students with access to lifelong learning and facilitate the achievement of their educational and personal goals.

The Strategic Plan will be critical in achieving this mission. Once the new Education Plan is developed and adopted alongside the Strategic Plan, the College-Wide and Divisional Plans will be reviewed to ensure they are in direct support of the Education and Strategic Plans, and are coordinated with each other to support institutional priorities.



## Education Plan

The College of New Caledonia is in the process of developing its first formal Education Plan. This Plan will align with the Strategic Plan's directions and goals, and will serve to establish institutional priorities in academic programming and curriculum, teaching, student services, and student support initiatives.

The Education Plan development will be completed by December 2016 and will guide the academic priorities and activities of the College for the following four years.



# Consultation Summary

Recognizing the importance of the input from our students, employees, community members and other stakeholders, this Strategic Plan was developed, refined and finalized with the support of a community consultation. Between January 18 and February 29, 2016, feedback on the College of New Caledonia’s draft strategic directions and their supporting draft actions was collected.

There were a total of 175 participant interactions during the Community Consultation Period. Five distinct types of engagement opportunities were utilized to ensure the consultation was accessible to the widest group of people as possible, including written, in-person, and online forums ([cnc.bc.ca/strategicplan](http://cnc.bc.ca/strategicplan)).

## Timeline

### December 2015

Pre-consultation period for Strategic Plan

### January 2016 – February 2016

Strategic Plan consultation period

### March 2016

Consideration of input

### April 2016

Strategic Plan development

### May 2016

Strategic Plan reviewed by the steering committee, Executive and CNC Board of Governors

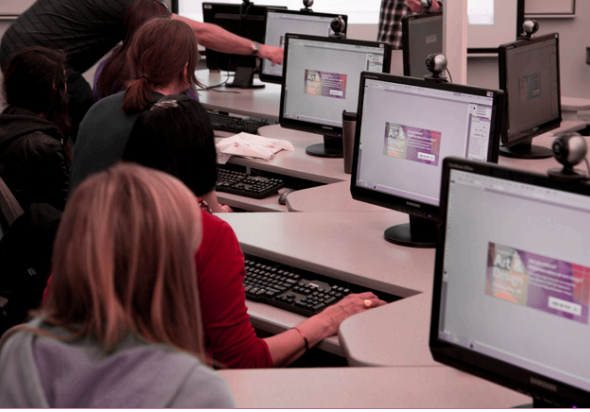
### June 2016


Approved by CNC Board of Governors

### July 2016 and beyond

Review and update CNC implementation plans





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