



Ministry of Training, Colleges and Universities

Institutional Vision, Proposed Mandate Statement and Priority Objectives

A submission to begin the process of developing strategic mandate agreements (SMAs):

To: Minister Brad Duguid
Ministry of Training, Colleges and Universities

From: George Burton
President and CEO
Canadore College
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Response Template

Ontario's colleges and universities will drive creativity, innovation, knowledge, and community engagement through teaching and research. They will put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality, and globally competitive outcomes for students and Ontario's creative economy.

Part 1: Canadore College Proposed Mandate Statement

Canadore College is a comprehensive college with four regional campuses (Aviation, Commerce Court, College Drive, West Parry Sound).

Canadore College is learner focused, educating and training individuals to compete globally. The College connects people, education and employment. The College's approach focuses on flexible applied and experiential learning across a variety of disciplines tailored to the current and future needs of employers.

The College provides access to postsecondary education for learners and emphasizes student success. We deliver credentials at all levels, certificates, diplomas and degrees, in a culturally safe, flexible and technology enabled learning environment. Our programs and services will continue to be driven by both applicant and employment demand. The College will continue to work collaboratively with employers to ensure that programs are relevant and connected to the community.

The College is a driver of regional economic development through innovative and creative programming, services, partnerships, and applied research. The College is not limited by standard conventions and will continue to evolve as an innovative leader in flexible delivery to provide students with choice of when and in what mode they wish to learn. The College will continue to develop and deliver customized, modular, and employer hosted programming, making the walls between the College and employer permeable. Canadore College will continue to serve as an incubator for entrepreneurs and companies by leveraging investment dollars, community equipment and facilities thus ensuring maximum productivity, knowledge transfer, creativity, and innovation and building a strong sustainable, creative economy.

Part 2: Canadore College Vision

Canadore is the college of choice for connecting people, education and employment through leadership and innovation.

Canadore College Mission

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

Description

The College's Vision, Mission and key strategic priorities align directly with the mandate statement presented above.

Canadore College's history has been shaped by an unwavering focus on the success of our students. The College has served its communities as a valued partner for over forty years and is proud of its history as a partner in the economic development of the District of Nipissing, the West Parry Sound region, and the province of Ontario.

Canadore College is a vital resource to its communities as the provider of applied learning and customized training. The College supports existing and emerging sectors of the economy by developing unique partnerships with the public and private sectors. We continue to evolve and expand programming to produce the highly-skilled individuals required by the knowledge economy.

The future depends on our ability to remain focused on learning and student success. We will find innovative and creative ways to enhance and strengthen our role in education and training for applied learning. We will accelerate and fortify our contribution as a mechanism to create economic development in the regions we serve and beyond. We will at times do things differently and will not be bound by standard conventions to meet our commitments to our students, employers, and the communities we serve.

We have set out key strategic priorities: to maintain our strong focus on learning and student success; to continue to enhance program and service excellence; to be a key stimulus and partner in the economic development of our region and province through strong community connections; to be an innovator and leader in education within our communities and province; and to build a strong, sustainable future.

Part 3: Canadore's Guiding Principles

The following guiding principles underpin the three priority objectives identified by Canadore:

- Maintain student success as our purpose
- Provide access to postsecondary, apprenticeship, and training opportunities
- Pathways within Canadore and beyond are essential for all our programs
- Leverage existing community resources and services
- No duplication of programs offered at Nipissing University
- Continue with a shared service model with Nipissing University and the community
- Curriculum is to be flexible
- Focus on learning partnerships (Aboriginal community, private /public sectors)
- Leverage technology in the learning experience at the College, in the community, and beyond
- Not bound by standard convention
- Take managed risks to fulfill our mandate
- Collaborate with the northern colleges as appropriate

Canadore College Priority Objectives

Priority #1: Creative, Innovative, Flexible

Develop and deliver creative, flexible, innovative, efficient, demand driven education and training programs at all credential levels.

We will be the best in Canada. We will uphold Canadore's historical focus on student success, learning and the learning environment. Our services and student activities will be designed and delivered to create a unique college experience. As we evolve, we will attract a diverse community of learners and support them in a culturally-safe environment and focus on their success and satisfaction. We align our programs, services, and activities in ways that meet the distinctive needs of our students including First Peoples, individuals seeking new careers, part-time students, and learners from around the globe. We currently offer choice of flexible delivery modes to learners in several programs. We will expand this choice to all programs.

In partnership with community and education partners, we will develop strong student support linkages to community resources to develop each individual's potential. Our purpose is to increase student retention and success and to support the achievement of educational and career goals. We establish a lifelong connection with our students through their positive student experiences in and out of the classroom.

All Canadore students will have the opportunity for experiential learning and/or applied research. Our programs will continue to be of the highest quality and will meet or exceed industry standards and the needs of employers. Innovative, creative, and flexible programs that maximize the use of educational technologies will be developed in response to emerging employment demands locally, provincially, and globally. We will expand our diverse range of

programming including access to apprenticeship, certificates, diplomas, degrees, continuing education opportunities, and workforce development training. We will enhance recognition of prior learning. Pathways will be expanded to achieve additional credentials both internally and with other postsecondary institutions provincially, nationally, and abroad.

A. Effect on Total Enrolment and Enrolment Mix

- The College plans to evolve through increased enrolment in existing programs and new programs.
 - New apprenticeship, certificate, diploma, and graduate certificate programs
 - New advanced diplomas
 - Bachelor's degrees in collaboration with a university partner
- Flexible delivery options that maximize the use of educational technologies are a top priority in new program development and delivery as well as conversion of existing programs.
 - Fully online
 - Combination of online and in class (hybrid)
 - Compressed, year-round delivery
 - Continuous intake
 - Modular delivery
- Program mix supports access to postsecondary education and success of under-represented students, e.g. First Nations.
- Increased retention/student success.

B. Distinctive Advantages, Strengths, and Characteristics of Canadore College

- Changes in programming over the past two years have resulted in a 4% growth in first year registrants and stabilized total enrolment while at the same time consolidating the programs offered to those with strong applicant and employer demand. The number of programs offered has been reduced from 80 to 65 with eleven new programs successfully launched in that same time period.
- Canadore draws students from a wide geographic area with 60% coming from outside the region. This positions us well to be a leader in flexible delivery.
- Our location, ideally located as an education hub in the gateway to the north and south, is easily accessed by learners from across Ontario, Canada, and the world.
- Our experience in offering students the choice to study in class, online (synchronously or asynchronously) or a combination of the two in the Recreation programs demonstrates that this option is attractive to students and that we do this well.
- Canadore has several programs delivered in a 7-week modular format that allows students to begin the program at four different times during the year.
- Canadore delivers many diploma programs in a compressed format (4 semesters delivered over 3 semesters) to effectively use facilities year-round.
- All students at Canadore learn to learn online as part of their program of study by taking online electives and/or core courses.
- Canadore currently delivers programs at all credential levels from certificate to degree and plans to expand the number of offerings at all credential levels.
- Canadore has strong community partners to provide access to experiential learning for students through field placements, community based class projects, work experience and applied research.
 - Hospitals, long-term care facilities, school boards, community agencies, businesses and industries.
- The College has formal partnerships related to innovation, research, development, and training with the following companies:
 - Atlas Copco, Katan Kitchens, JJ Machine Shop, RJ Industrial, Motion Canada, Naden Boats, Nikon Metrology, IONIC, Seymour Doors and Windows, Javelin, CleverU, Tembec, Bombardier/Aerotek, North Bay Regional Health Centre, UTC Aerospace Systems, Vector Aerospace, Skyregional,

Drillers Edge, Ormaq Worldwide Entertainment, Twiggs Coffee, Pilot Diamond Tools Ltd., Schauenburg Industries Ltd., ING Robotic Aviation, Honeywell Business Systems, Funding Matters, Northern Interprofessional Committee for Health Education, Gesturetek Systems Inc., North Bay Battalion OHL Hockey Club, 3H Furniture Systems Ltd., Gincor Industries, Georgia Pacific, Rotacan, Materials Joining Innovation Centre (MaJic), HyPower, Armour Bodies Inc., City of North Bay, North Bay Chamber of Commerce, Cogeco Cable Canada, Intelligent Creatures, Northern Limousine Production Inc., Rogers Radio, CTV, Wipware, Natural Sciences and Engineering Research Council (NSERC), Ontario Centres of Excellence.

- The granting of credit transfer has been automated for previously approved courses.
- Prior learning assessment opportunities are being expanded across the College including recognition of non-traditional learning, e.g. aboriginal teachings.

C. Timeframe, Resource Allocations or Redirections, and Metrics

- The College will continue to convert programs to a flexible delivery model that suits the program and meets the needs of the learners, e.g. online, hybrid, modular.
- Faculty productivity will continue to be maximized through larger class sizes which combine in class and online learners to ensure full-time faculty workloads are fully utilized within the terms of the collective agreement.
- The Canadore Faculty Competency Profile will be used as a framework for faculty performance review and professional development planning.
- New programs across the credential spectrum to be developed each year based on employer need by the College and/or with other educational partners.
- Programs (diplomas and/or degrees) to be developed and delivered in collaboration with our educational and employer partners.
- A program review process is in place to do an in-depth assessment of programs on a five-year cycle.
- Canadore Metrics:
 - Teaching and Learning:
 - Percentage of programs that include an experiential learning component as part of the program of study:
 - Baseline to be established in 2014-15.
 - All programs to include experiential learning component by 2017-2018.

D. Innovative Initiatives to Improve Productivity

- All programs will include an experiential learning component within the next 3 years.
- Faculty will teach in class and online students in combined sections to achieve economies of scale.

E. Correlation with Government's Principles and Parameters for Higher Education

- This principle correlates with the following principles and parameters:
 1. Putting students first: student choice, quality and affordability; offering students choice in modality.
 2. Meeting the needs of the creative economy: ensure graduates have the knowledge and competencies to succeed; increase engagement and partnerships between the College and community; ensure program mix evolution to meet employment demand.
 3. Focus on productivity, innovation, and sustainability: focuses on institutional strength; strategically manages enrolment growth; improves productivity.

Priority #2: Jobs and the New Economy

Regional economic development driver creating permeable walls between the College, employers and community

We apply an inventive approach to meet the challenges that Canadore and our communities face. We recognize and build on our strengths and those of our partners, including colleges, universities, secondary schools, private trainers and the broader public and private sectors. We are not confined by tradition or convention. We are entrepreneurial in our approach to economic development through program development, applied research, business incubation, and service provision. We actively seek partners to fulfill our vision, mission, and mandate.

We support economic development by providing business incubation facilities, customized partnership models, and by training highly-skilled graduates. Our campuses serve as hubs of activity in the community for training, research, recreation, social, and learning activities.

We will continue to act as a catalyst for economic development by bringing together employers, agencies, and public and private sector partners to develop responsive and innovative programming and services to meet industry and community needs. We cultivate our strong ties to economic development organizations as our economy evolves and support the advancement of new industries in strategic economic sectors of the regions we serve and the greater province of Ontario thus creating new industries and training for the jobs that are created.

Canadore College is developing its applied research capacity and activity to support and promote economic health for the College and surrounding area. We are expanding opportunities for students to develop leadership skills through community service and involvement. Program mix and pathways will remain demand based and become ultra-sensitive to the needs of industry by placing applied learning delivery within the walls of the employer. Career pathways will become more clearly defined and students will be able to literally see themselves in their working environment, in good jobs with the promise of a strong future.

Canadore College will drive partnerships and programs that create a critical mass that will allow business and industry to mentor their future employees while they gain the required training and credentials. The College focus will shift to how well the College delivers on industry, government, and student outcomes instead of graduation. More importantly, students' well-being and their persistence will improve.

The Canadore model of academic delivery will intertwine the College and the community in a manner not previously seen. Skill shortages and the solutions will be shared with employers and the College. Employers become mentors and facilitators who are vested in driving innovation and productivity in partnership with the College. We do what we need to do.

A. Effect on Total Enrolment and Enrolment Mix

- The College plans to evolve.

B. Distinctive Advantages, Strengths, and Characteristics of Canadore College

- Canadore has close working relationships with a wide variety of industries and businesses in fields related to: composite materials, aerospace, unmanned air flight, advanced prototyping and reverse engineering, digital production, 3-D simulation, digital conversion technologies, mining protection and material sciences.
- Canadore's program areas of strength (up to 10) (in alphabetical order)
 - Access and Preparatory Studies
 - Aviation
 - Community Services
 - Culinary
 - Environmental
 - Health
 - Indigenous Teaching and Learning
 - Media Arts
 - Recreation
 - Skilled Trades

- Canadore’s areas of strategic focus (3-5)
 - Aviation
 - Health (inter-professional education approach)
 - Indigenous Teaching and Learning
 - Heavy Industry Support Services
 - Digital Technology Platforms
- Canadore’s estimated economic impact within the region is \$120 million.
- The College has a history of leveraging investment dollars, equipment, and knowledge through applied research, resource sharing, utilizing existing community, business and industry resources, e.g. Digital Media Hub and Innovation Centre for Advanced Manufacturing and Production (ICAMP).
- Canadore facilitates as the technology transfer agent in the region to strengthen existing businesses and services and to develop new businesses and services.
- The College has a proud history of partnership and training agreements with approximately 40 First Nation communities across Ontario and strong relationships with agencies.
- Canadore has consistently attained the highest retention rate of First Nation learners. This is a testament to our partnership and applied learning approach.
- Current and planned future program mix is supported by employers and the community.
- Canadore has strong community partners that provide access to experiential learning opportunities through field placements, community based class projects, work experience and applied research.
- NSERC and non-NSERC applied research projects are underway across multiple disciplines.

C. Timeframe, Resource Allocations or Redirections, and Metrics

- Partnerships and industry cooperation will continue to expand.
- Canadore Metrics:
 - Jobs, Innovation, and Economic Development:
 - Number of applied research projects approved
 - Applied research funding revenue achieved

D. Innovative Initiatives to Improve Productivity

- Productivity improved by fully leveraging existing College resources augmented by those of partners thereby reducing medium and long term capital requirements.
- Create an environment for expansion of 3P partnerships reducing College debt load and budget pressures.
- Establish a mechanism to partially address the College’s deferred maintenance.
- Continuing the shared services model at the College Drive Campus cohabitated with Nipissing University reducing operating costs for library, athletic facility, student health centre, campus shop, maintenance, food services, security, and student supports at that campus location.
- Canadore has and continues to deliver on its mandate with the smallest administrative team per capita in the province.

E. Correlation with Government’s Principles and Parameters for Higher Education

- This principle correlates with the following principles and parameters:
 1. Putting students first: student choice, quality and affordability; increase student mobility; offering students choice in modality.
 2. Meeting the needs of the creative economy: ensure graduates have the knowledge and competencies to succeed; recognize entrepreneurial direction of graduates; increase engagement and partnerships between the College and community; ensure program mix evolution to meet employment demand.
 3. Focus on productivity, innovation, and sustainability: focuses on institutional strength; strategically manages enrolment growth; improves productivity.

Priority #3: Access and Pathways for 21st Century Learners

Develop degrees and effective degree pathways that fully recognize previous learning.

Canadore's mandate has the potential to revolutionize cooperation between the College, other colleges, universities and the private sector to empower Canadore to reflect the realities of the 21st century. This revolution enables the College to be the catalyst to create the next true evolution of our institution as a model for demonstrating cooperation, student pathways, creativity, innovation, and increased productivity to provide appropriate credentialing that meets the need for students and employers.

This cooperative structure will enable Canadore, through partnerships and cooperation, to drive efficiencies in teaching, learning, and support environments that have been one of the hallmarks of our history. The College will continue to deliver the full spectrum of credentials from apprenticeship to degrees in selected disciplines adhering to our principle of non-duplication. Pathways that fully recognize college learning to facilitate transfer into degree programs will be an integral component of the suite of offerings as will collaborative degrees with university sector partners. Building on strengths of the individual SMAs we create a unique climate for teaching and learning, enrolment evolution, research, and economic development.

A. Effect on Total Enrolment and Enrolment Mix

- Collaborative degrees developed either in new areas of study or in areas of affinity between institutions thus increasing access to degree level studies in the region.
- Internal and external pathways to degree level studies developed for many Canadore programs.

B. Distinctive Advantages, Strengths, and Characteristics of Canadore College

- Canadore has a strong history of pathway development for programs, both internal pathways between certificates and diplomas, and internal and external pathways from diplomas to degrees in conjunction with universities provincially, nationally, and internationally.
- Canadore has meaningful degree pathways from many diploma programs.

C. Timeframe, Resource Allocations or Redirections, and Metrics

- Program development, curriculum development, and faculty resources to be allocated to support this by Canadore and through provincial collaboration.
- Degree pathways in place for additional programs.

D. Innovative Initiatives to Improve Productivity

- Collaborative degrees that include both diploma and degree level learning benefit the learner and the employer.
- Pathways to degree level learning help individuals wishing to continue their studies to do so with the maximum level of recognition for previous learning. This reduces the time required thus reducing the cost to the postsecondary system.

E. Correlation with Government's Principles and Parameters for Higher Education

This correlates with the following principles and parameters:

1. Putting students first: student choice, quality and affordability; increase student mobility; offering students choice in modality.
2. Meeting the needs of the creative economy: ensure graduates have the knowledge and competencies to succeed; increase engagement and partnerships between the College and community; ensure program mix evolution to meet employment demand.
3. Focus on productivity, innovation, and sustainability: focuses on institutional strength; strategically manages enrolment growth; improves productivity by pooling institutional resources.