

# STRATEGIC PLAN

2025-2030









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# Introduction

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This Strategic Plan represents the priorities that will define Northern College as it looks towards the future of its operations as a desirable, skill building post-secondary institution rooted in northeastern Ontario.

This plan outlines Northern's focus on adaptability, an openness to active and consistent feedback-informed operational priorities represented in a series of key areas.

Each of these priorities have been identified through consultation with the communities' Northern calls home, the business and industry partners who play a critical role in establishing talent pipelines, the employees who are foundational to all that we seek to achieve as an institution and the students who are central to all that we do.

Northern College, like most of Canada's post-secondary sector is working diligently to make core operational shifts to adapt to an ever-changing market, while maintaining the high level of quality assurance that we pride ourselves in as an institution.

Fundamentally, this strategic plan seeks to develop a tangible pathway for steady, incremental growth for the institution, while reinforcing the foundational approach of a community college to serve the region it calls home.

# At a Glance

## Purpose

Empowering students and communities by providing leading edge education, training and work-integrated learning opportunities, rooted in the Northern experience.

## Vision

Empowerment through learning to build a better world.

## Mission

Building community across the North through partnerships and excellence in education.

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# Values

## Inclusive

We apply inclusive practices for learning, inside and outside the classroom. We are committed to the growth and development of students and employees. We honour people and recognize them as our greatest asset.

## Innovative

We adapt and develop creative educational programs in response to an evolving environment. We embrace change: technological, educational and social. We welcome diverse perspectives and ideas that propel the College forward.

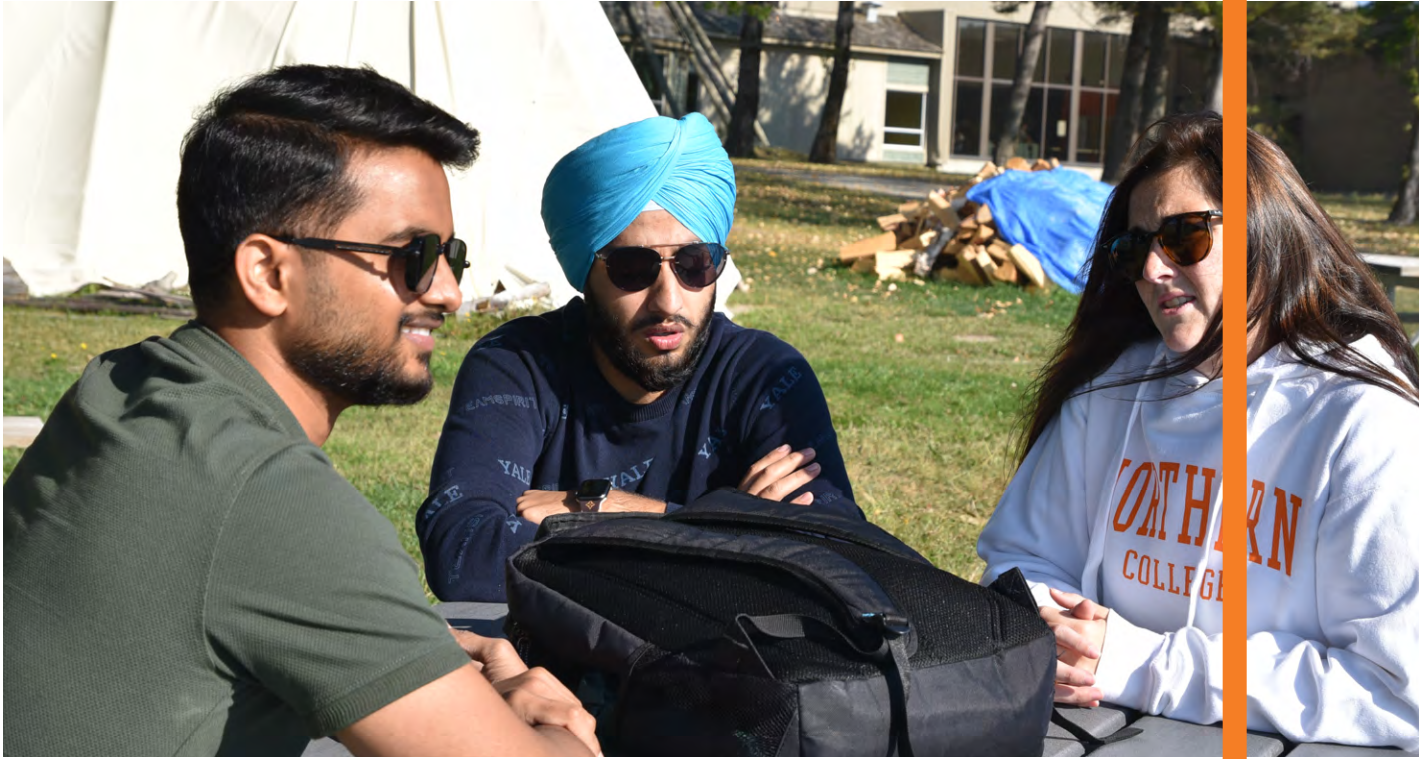
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## Present

We prioritize presence in, and active engagement with, the communities we serve. We purposefully collaborate within our organization and with partners.

## Impactful

We offer authentic experiences linked to opportunities that result in meaningful impact. We measure outcomes of our actions and are accountable for what we do.



Since opening our doors in 1967, we have remained unwavering in our commitment to deliver an exceptional educational experience. As we look ahead, we have refreshed our strategic direction to meet the evolving needs of our students, communities and partners.

Grounded in five strategic goals, the strategic plan reflects the shifting educational landscape, the evolving needs of our region, and the increasing demand for accessible, inclusive, and future focused learning. We will prioritize strengthening our ties with Indigenous communities in the region, expanding and enhancing our partnerships to support experiential learning and community growth, modernizing our operations and infrastructure, being the preferred choice for students and employees, and cultivating a true sense of belonging for all.

This document outlines the actions we will take to shape a brighter, more inclusive future for Northern College.

# Our Path Forward



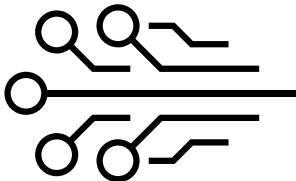
# Reinforcing Our Foundation



**1.** Strengthening Ties with Indigenous Communities



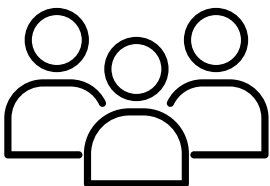
**2.** Be The Destination of Choice for Students and Employees



**3.** Modernize Operations and Infrastructure



**4.** Expand Industry Partnerships



**5.** Strengthen Community and Sense of Belonging

# Strengthening Ties with Indigenous Communities

## 1.1

**Northern College will increase Indigenous enrolment (based on self-identification), inclusive of on-campus and in-community programs.**

- Develop and share information to students on the meaning of self-identification
- Engage with Education Directors in community as well as Metis Nation to gather information on community member enrolment in post-secondary education
- Develop relationships and generate awareness of Northern College's program offerings in community
- Develop and deploy specific and intentional marketing materials to attract Indigenous students
- Engage with communities to understand their programming needs
- Adjust program offering to meet programming needs where possible

## 1.2

**Northern College will increase the retention and graduation rate of Indigenous students**

- Increase and enhance the support services available for Indigenous students based on an understanding of what is currently provided, what is needed and the changes and/or additions that can feasibly be made
- Enhance communications and marketing within Northern College to increase awareness of support services available
- Develop and implement a process to increase student understanding of the relationship between program offerings and employment opportunities
- Design and deploy an orientation program tailored for Indigenous students





## 1.3 Northern College will maintain and continue to build partnerships and relationships with Indigenous communities in the region.

- Develop an engagement plan to visit communities who do not have a campus currently (inclusive of community contacts, potential events to attend, attendees, liaisons)
- Visit communities to build relationships as per the engagement plan
- Develop a plan to host events at Northern College for Indigenous communities
- Host events to build relationships, as per event plan

# Be The Destination of Choice for Students and Employees

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## 2.1

### Increase Student Enrolment

- Conduct analysis to identify factors that attract domestic students (Strategic Enrolment Management and Marketing Plan (SEMM))
- Reinforce relationships with 'funnel partners' (e.g., school boards)
- Develop and launch recruitment programs for domestic students by building a narrative to sell the Northern College experience and create a Senior Vice President, Academic's list incentive program
- Expand destination/signature programming (specific for post-secondary education)
- Develop recruitment programs for direct entry students by enhancing dual-credit programming with a Science, Technology, Engineering and Mathematics (focus, promoting articulation agreements and pathways and offering summer programming for Grades 8-10 that leads to target programs
- Develop and launch recruitment programs for repeat students (life-long learning), develop and implement discounts for up-skilling and increase online education program offerings
- Develop and launch recruitment programs for international students
- Create and implement a plan to improve post-graduation employment rates





## 2.2

### **Advance a healthy workplace culture**

- Develop and utilize cross-training plans for employee professional development
- Promote Northern College's education and training opportunities for employees
- Investigate and pursue (where feasible) other opportunities for training (remote learning, Ontario Learn, professional organizations)
- Develop and deploy HR and policy training program for leadership and entry-level management



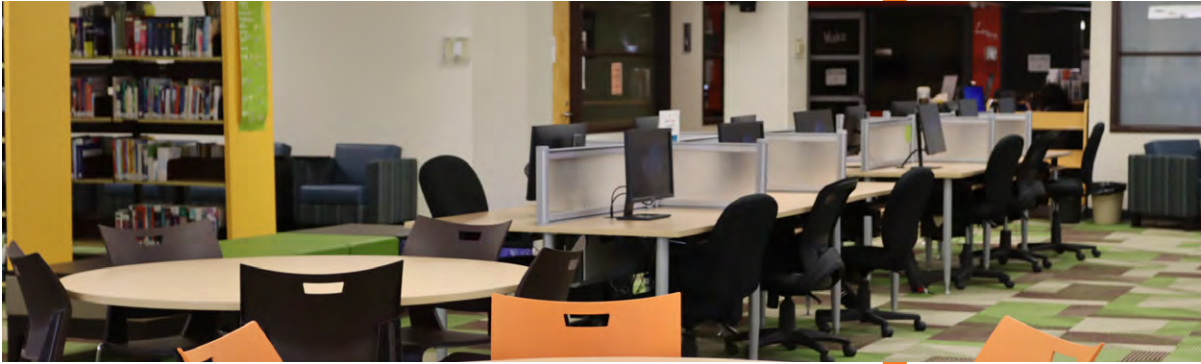
# Modernize Operations and Infrastructure

## 3.1

### **Modernize corporate and operational policies and procedures**

- Determine repository and collaboration mechanism to manage and maintain policies and procedures
- Identify policies and procedures requiring development for updates
- Develop and update policies and procedures as per gap analysis
- Maintain policies and procedures to ensure compliance and relevancy (annual review)





## 3.2 **Align I.T. capabilities and capacity with the broader digital strategy of Northern College**

- Asses current I.T. capabilities and capacity and changes required to increase efficiency and proficiency (with focus on SIS and MIS)
- Assess options to increase efficiency and proficiency of I.T. capabilities with consideration to current and future I.T. needs
- Implement options to increase efficiency and proficiency of I.T. capabilities and capacity where feasible

## 3.3 **Develop and deploy a comprehensive and enterprise wide 5-year capital and deferred maintenance plan**

- Develop an inventory of all assets, noting their condition and utilization
- Conduct gap analysis and develop recommendations for optimal space utilization
- Update and/or develop a deferred maintenance plan (in alignment with the output of the gap analysis), with a prioritization of initiatives to utilize reserves
- Deploy initiatives as per the deferred maintenance plan

# Expand Industry Partnerships

## 4.1

### **Create and launch applied research projects aligned to academic program areas**

- Identify and secure funding options to support the program
- Develop framework to identify and prioritize potential projects (based on priority program areas and faculty capacity)
- Secure partnerships and acquire resources required to launch projects
- Complete projects and evaluate their success

## 4.2

### **Increase target industry partner programming**

- Identify and launch training offerings, with a focus on health and safety
- Secure trainers and establish processes and tools required to launch training offerings
- Identify sector partners requiring identified training and promote offerings
- Launch training offerings and measure their profitability and effectiveness for continuous improvement
- Optimize program relevancy and quality in alignment with industry and community needs.

## 4.3

### **Establish a Northern College Business Incubation Centre (BIC)**

- Develop an operational model for BIC
- Promote the BIC and potential projects
- Launch entrepreneurial projects and evaluate their success to identify for improvement
- Refine processes based on improvement opportunities identified

## 4.4

### **Increase donations and endowments**

- Develop and launch a donation and endowment strategy
- Assess the outcomes of strategy implementation and make revisions as needed



# Strengthen Community and Sense of Belonging

## 5.1

### **Improve engagement and sense of belonging amongst students and partners**

- Assess current sense of community and belonging
- Conduct a gap analysis and identify opportunities to improve community and belonging
- Implement opportunities to improve community and belonging (where feasible)
- Implement recommendations for the standards of practice for international education quality assurance audit
- Explore and implement other opportunities for engagement (e.g. alumni engagement)

## 5.2

### **Improve engagement and sense of belonging amongst employees**

- Assess current sense of community and belonging
- Conduct gap analysis and identify opportunities to improve community and belonging
- Implement opportunities to improve community and belonging (where feasible)
- Explore and implement other opportunities for engagement
- Expand mentorship programs

## 5.3

### **Expand the active alumni base**

- Perform an environmental scan and gap analysis to assess the current alumni base, potential growth, and donation levels
- Develop and launch an alumni recruitment plan
- Monitor alumni recruitment and donation levels to track growth



# The Path Ahead

With a strong road map outlined to guide the Institution into the next decade, Northern College is well positioned to continue delivering the high quality, student first programs it has become known for.

While the path ahead holds uncertainty for the institution, Northern is confident that the goals outlined in this strategic plan combined with a renewed focus on the fundamental principles of community college will serve to see it through these uncertain times.

Northern remains committed to the core of its operations: working closely with regional, community, business and industry partners, informed by student experience to deliver the highest quality education which places graduates on the solid footing they need to create rewarding careers in the north.



# Appendix A

## Steering Committee

- **Janna Duval** [duvalj@northern.on.ca](mailto:duvalj@northern.on.ca)
- **Jaret Dicks** [dicksj@northern.on.ca](mailto:dicksj@northern.on.ca)
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- **Willard Small** [smallw@northern.on.ca](mailto:smallw@northern.on.ca)

# Appendix B

Additional information on Bill 166 and what Northern College and other institutions are doing with respect to the amendments.

## Impact of Bill 166, The Strengthening Accountability and Student Supports Act

The first amendment to the act highlights the need for post-secondary institutions to provide wraparound services with a focus on Mental Health through developing a formal policy.

1

**“Every college and university is required to have a student mental health policy that describes the programs, policies, services and supports available at the college or university in respect of student mental health.”**

### Northern College’s existing supports/initiatives surrounding amendments

- Student Health Benefits: Counselling Services through WECONNECT.
- Spaces on campus for wellbeing such as reflection spaces and sleep pods.
- Press Pause is a mental wellness self-help kit designed to help students focus on wellbeing.
- TalkCampus is a peer support service providing students with instant support for mental health.
- Student Advisors are available who focus on the individual needs of the student, personal or academic.

Northern College is already providing students with a variety of mental health supports.

### What other colleges/universities are doing

- Nipissing University: Mental Health Workshops
- Confederation College: Mental health and wellness training for students and employees is available (e.g., safeTALK, Mental Health First Aid, etc.)
- Collège Boréal: Students can access mental health services outside of office hours through an app called My SSP (My Student Support Program)



The second amendment to the act addresses the need for post-secondary institutions to be at the forefront of combating racism/hate to maintain an inclusive learning environment.

2

**"Every college and university is required to have policies and rules to address and combat racism and hate, including but not limited to anti-indigenous racism, anti-Black racism, antisemitism and Islamophobia."**

### **Northern College's existing supports/initiatives surrounding amendments**

Northern College has a Respectful College Community Policy

**Policy:** Northern College will maintain zero tolerance for harassment, violence, racism, racial discrimination, or reprisals. All Northern College employees, contractors, volunteers, and students ("College Community Members") will abide by this policy.

**Principles:** Northern College

- has zero tolerance for harassment, violence, racism, racial discrimination, or reprisals.
- will make every effort to work with individuals involved in the event harassment, violence, racism, racial discrimination, or discrimination of any type is alleged, to find a fair and timely resolution of the matter.
- will conduct appropriate investigations, and the rights of both complainants and respondents will be safeguarded to the extent possible.
- will take all reasonable steps to ensure awareness of this policy, and will be proactive in providing education and training in relation to its provisions.

Northern College already has a policy in place. Abiding by the policy is especially important as the majority of Northern College's student base consists of international students.

Post-secondary institutions must be transparent with fees to prevent surprises for students and ensure they are aware of the full cost associated with attaining post-secondary education.

3

**"The minister is authorized to issue directives in relation to the information to be provided about the costs associated with attendance at the college or university."**

## Northern College existing supports/initiatives surrounding amendments

Northern College has a section on program specific fees and detailed ancillary fees on their website

Program	Fee Description	Amount
Bachelor of Science in Nursing (BScN)	Nurse Achieve Software	\$150.00 (Year 1)
		\$145.00 (Year 2)
	Nursing Lab Kit Supplies	\$200.00 (Year 2)
	Mask Fit Testing & N95 Masks	\$40.00
Practical Nursing	Nurse Achieve Software	\$150.00 (Year 1)
		\$145.00 (Year 2)
	Nursing Lab Kit Supplies	\$200.00 (Year 2)
	Mask Fit Testing & N95 Masks	\$40.00

Ancillary Fees	Amount	Details
Career Services (CSF)	\$25.00	Applies to all campuses & programs
Copyright Fee (CRT)	\$10.00	Applies to all campuses & programs
Student Centre Fee (SCF)	\$20.00	Applies to all campuses & programs
TECH (TEC)	\$190.00	Applies to all campuses & programs
Mental Health Support Fee (MHS)	\$20.00	Applies to all campuses & programs
General Service Fee (GSF)	\$75.00	Applies to all campuses & programs

## What other colleges/universities are doing

- University of Waterloo has a tuition fee calculator available for students on their website, which includes a breakdown of expected fees.
- Toronto Metropolitan University has a sample spreadsheet for a breakdown of all costs associated with a tuition in a given semester.

# Appendix C

## Engagement Overview

### Surveys

6 surveys were developed each targeting specific interested party groups either through an email campaign or survey link distribution.

ID	Survey Recipients	Format (Email Campaign or Link)	Number of Responses (as of Dec 6)
S.1	Northern College Students	Link	48
S.2	Northern College Staff	Email Campaign	249
S.3	Community Partners	Email Campaign	58
S.4	High School Students	Link	218
S.5	Indigenous Communities	Link	1
S.6	Public	Link	37
			611

### Interviews

10 one-on-one or small group interviews were conducted for this engagement.

ID	Group	Interested Party Name	Title	Status
I.1	Senior Management Team	Mitch Dumas	President and CEO	Completed
I.2	Senior Management Team	Jennifer Moorlag	Executive Director, Student Services, Institutional Research and Registrar	Completed
I.3	Senior Management Team	Dean Lessard	Senior VP Academic	Completed

I.4	Senior Management Team	Glenn MacDougall	Acting Senior VP Corporate Services	Completed
I.5	Senior Management Team	Jaret Dicks	Temporary Director, Marketing, Communications and External Relations	Completed
I.6	Senior Management Team / International Student Experience Perspective	Ahmed Baghdady	Executive Director, International Recruitment and Market Development	Completed
		Edna Zhang	Manager, International Operations	
I.7	Board of Governors	Jeff Molyneaux	Board Chair	Completed
I.8	Educators / Staff – Employment Services & Upgrading & Northern Training Division	Andrew Balmakoon	Executive Director, Community and Business Development	Completed
		Christine Bender	Manager, Employment Services and Academic Upgrading	
I.9	Government*	TBD	Minister, Ministry of Colleges and Universities	*Note: Northern College to engage Ministries following Strategic Plan development.
I.10		TBD	Minister, Ministry of Labour, Immigration, Training and Skills Development	
I.11	University of Algoma*	Emilene Dumoulin	Manager, Student Wellbeing	Completed
I.12	Colleges Ontario	Laura Jamer	Vice-President, Policy and Innovation	Completed
		Chris Martin	Senior Research and Policy Advisor	



## Focus Groups

13 small group focus groups were conducted for this engagement.

ID	Group	Interested Party Participants	Interested Party Titles	Status
FG.1	Educators / Staff - Deans	Jamie Johnston	Dean, Trades, Technology and Apprenticeship	Completed
		Sarah Campbell	Dean, Health Sciences and Emergency Services	
		Christine Raycraft	Dean, Business and Community Services	
		Douglas Clark	Dean, Sciences	
FG.2	Health Sciences PAC	Merranda Rivers	Program Coordinator	Completed
FG.3	Mining Engineering Technician PAC	Kellie Broderick	Program Coordinator	Completed
FG.4	Welding Engineering Technology and Apprenticeship / Trades PAC	Jamie Johnston	Dean, Trades, Technology and Apprenticeship; PAC Coordinator	Completed
FG.5	Veterinary Sciences PAC	Kellie Broderick	Program Coordinator	Completed
FG.6	Community partners – Mining / Industry	To be confirmed	TBD	Completed
FG.7	Community partners – Municipal	To be confirmed	TBD	Completed
FG.8	Community Partners – Indigenous Organizations	To be confirmed	TBD	Completed
FG.9	Timmins Campus	Shanna Lecuyer and Select Faculty and Staff	Campus Manager - Timmins	Completed
FG.10	Haileybury Campus Staff	Tammy Mackey and Select Faculty and Staff	Campus Manager – Haileybury	Completed
FG.11	Kirkland Lake Campus Staff	Andrew Enouy and Select Faculty and Staff	Campus Manager – Kirkland Lake	Completed
FG.12	Moosonee Campus Staff	Willard Small and Select Faculty and Staff	Campus Manager - Moosonee	Completed

FG.13	Community Partners – Perspective on International Student Experience	Gurudawara Sikh Sangat - Kanwaljit Kaur (Daisy Bains)	Completed
		Downtown BIA - Stacy Gagnon	
		Multicultural Centre - Yuvraj Modi	
		TEDC	
		African Community Organization	





