

**Strategic Plan 2007-08, 2008-09, 2009-10:
On the path to Canadore 2012**

From 2007-08 to 2009-10, Canadore College will move into the second phase of its three-part plan to achieve the Canadore 2012 Strategic Direction. We will continue to focus on student success achieved through the creation of a superior learning and working environment.

Our strategic activities will focus on 19 objectives that form the means to achieve four goals. Each year, measurable results will be articulated through the President's Annual Workplan, which will in turn, be supported by divisional annual operational plans.

The four goals are:

1. To enhance program quality, currency, and responsiveness to student needs;
2. To develop a highly collegial and supportive learning and working environment;
3. Through collaboration with our educational and community partners, to improve and expand educational pathways which support community sustainability and economic development in northeastern Ontario; and
4. To strengthen Canadore's institutional viability and its position as a community college.

Goals and Objectives

1.0 Enhance program quality, currency and responsiveness to student, employer and community needs

- 1.1 Increase participation rates in college level education and training by Aboriginal, First Generation and Special Needs individuals, and also increase the participation rate of those over 24 years of age and those from small and remote communities.
- 1.2 Continue the program revitalization process with particular emphasis on action plans to address ongoing program quality issues where these occur and to align the revitalization process with the determinants of academic excellence and quality as these are researched and articulated by the new Higher Education Quality Council of Ontario.
- 1.3 Continue implementation of Performance Planning to support the professional development of faculty, support staff and administrators to ensure that they are supported in delivering programs in a manner that best facilitates student success.
- 1.4 Ongoing implementation of the Instructional Equipment Plan to ensure that students in every program have access to equipment that provides appropriate preparation for employment.
- 1.5 Develop new programs in response to employer and community or First Nations requirements.

2.0 Develop a collegial and supportive learning and working environment

- 2.1 Continue to use the results of the Annual Employee Survey to support quality improvement in employee satisfaction with particular emphasis on internal communication, team-building, professional development and employee recognition.
- 2.2 Implementation of the new Campus Plan including the development of strategies to deal with ongoing infrastructure and deferred maintenance issues in order to enhance the physical learning and working environment.
- 2.3 Implementation of the Commerce Court Campus enhancement plan.
- 2.4 Continued implementation of the Multi-year Information Technology Plan.
- 2.5 Review operational policies on a three-year cycle and continue gap analysis to determine where additional policies should be developed.
- 2.6 Through the Performance Planning process support excellence in delivery of all college programs and services.
- 2.7 Develop business plans for additional residence capacity and for enhanced athletics facilities.

3.0 Through collaboration with our educational and community partners, improve and expand educational pathways which support community sustainability and economic development in northeastern Ontario

- 3.1 Develop strategic plans for sustainable activity in West Nipissing, Parry Sound, Mattawa, Temagami and the Almaguin Highlands, as well as through the Contact North/*Contact Nord* network.
- 3.2 Work in partnership with regional school boards, community agencies, employers, colleges and universities to develop seamless pathways into and between levels of education and training.
- 3.3 Collaboratively develop new programs in partnership with school boards, colleges, community agencies, employers and universities where possible and appropriate.
- 3.4 Actively work with the municipalities and First Nations of northeastern Ontario to support their social, cultural and economic sustainability.

4.0 Strengthen Canadore's institutional viability and its position as a community college

- 4.1 Achieve enrolment and revenue targets that contribute to Canadore's fiscal health and institutional viability.
- 4.2 Continue advocacy work to build on the results of access and quality initiatives to secure increased funding from both senior levels of government.
- 4.3 Meet fundraising targets to support the Media and Arts Centre, the Education Centre Learning Centre/Library and the endowment fund for scholarships and bursaries.

Measures of Success

Enrolment FTE	3,500 (+6.0%)	
Number of graduates	1,166 (+6.0%)	
Graduation rate	66% (+4.2%)	
Graduate employment rate	87.6% (+1.7%)	
Employer satisfaction	94.5% (+1.6%)	
Graduate satisfaction	86.0% (+2.0%)	
Student satisfaction	81% (+12.8%)	
Overall retention rate	79% (+4.0%)	
Aboriginal retention rate	70.1% (+1%)	
Special Needs retention rate	maintain @85%+	
Aboriginal participation rate	411 (+ 6%)	
Special Needs participation rate	646 (+ 6%)	
First generation retention rate	} Baseline data generated in 06/07 and targets set in annual plans	
Mature student retention rate		
First Generation participation rate		
Mature student participation rate		
Small community participation rate		