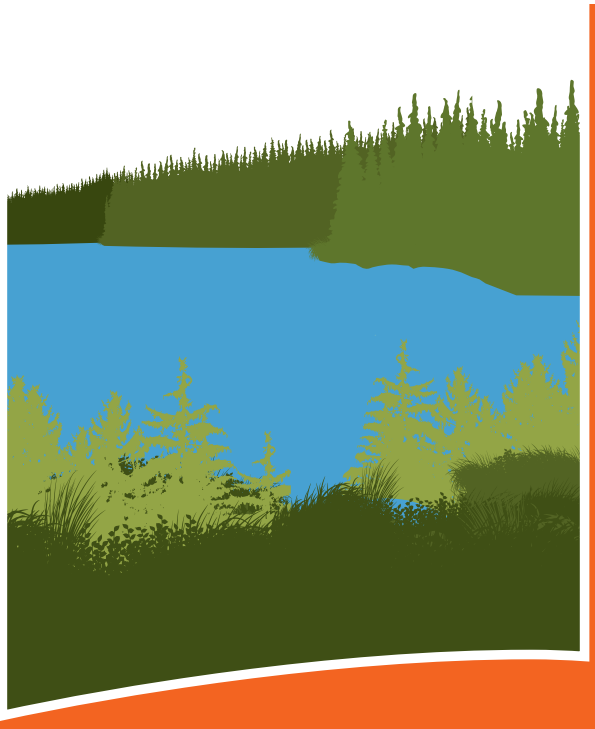
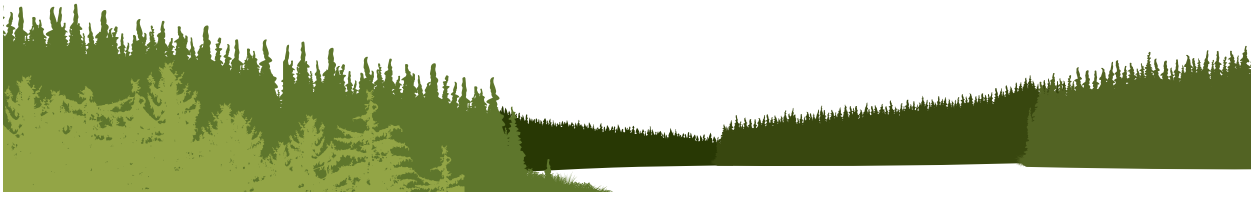


BUSINESS PLAN 2019-2020

Northern COLLEGE

Approved by the Board of Governors May 15, 2019



EXECUTIVE SUMMARY 1

INTRODUCTION 2

BUSINESS PLAN OUTLINE 3

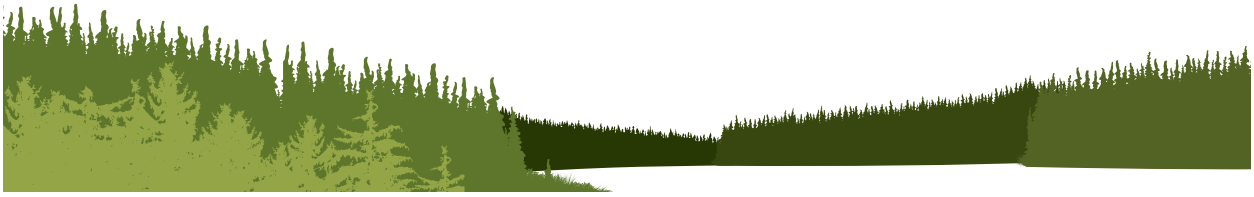
ACCESSIBLE EDUCATION 5

SIGNATURE PROGRAMS 7

THE NORTHERN EXPERIENCE 9

INDIGENOUS PERSPECTIVES 11

CONCLUSION 13



EXECUTIVE SUMMARY

The 2019 – 2020 Business Plan provides the essential elements of challenge and opportunity to see our college and communities continue to transform. Although the four strategic directions remain in place to guide Northern College's overall activity, we have introduced nine broad objectives under which our various initiatives are aligned.

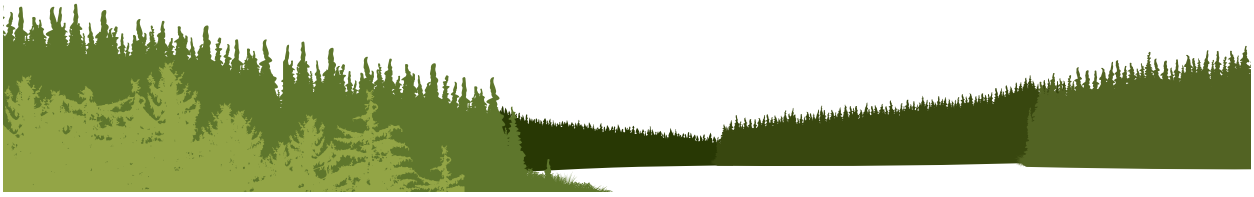
Population demographics have reduced elementary and secondary school enrolment over the past number of years, which continue to have a lasting impact on college and university enrolments throughout the province. This trend is most acute in Northern Ontario, given the historically smaller population base and outmigration of population.

Northern College has experienced a dramatic increase in enrolment following the implementation of short and long term strategies designed to support international enrolment. This, coupled with the concentrated exploration of modern educational delivery strategies has allowed the college to experience an increase in the diversity of its learning approaches and the efficiency with which it reaches students. The development of an Agricultural Management diploma for distance and collaborative hybrid delivery will continue to provide access and flexibility to students regardless of location.

With the unveiling of Northern College's Integrated Emergency Services Complex in the fall of 2018, a new era of tangible, technology focused experiential learning was ushered in. Students now have access to the latest in simulator training designed to instill essential, cross disciplinary cooperation amongst emergency service professionals, introducing a new standard of education in the province.

Northern College continues to focus on improving inclusion and supporting Indigenous programs, services and activities at our campuses and will contribute to it becoming the college of choice for Indigenous Peoples.

Our Accessibility, Signature Programs, the Northern Experience and Indigenous Perspectives strategic directions continue to provide a lens through which this year's Business Plan has been developed. It is an ambitious plan that builds on the strength of our vision and mission to drive us further along the strategic path that we have defined; and it does so in a financially accountable manner, promising a balanced budget. Institutional distinctiveness is further embodied in the Strategic Mandate Agreement signed with the Province of Ontario.



INTRODUCTION

The 2019-20 Business Plan has been guided in its preparation by the framework and Strategic Directions outlined within Northern College's Strategic Plan (2016-2020), in accord with the College's Strategic Mandate Agreement (2017-20) based upon Northern's key areas of strength and differentiation, Northern's Strategic Enrollment Plan (SEM) (2015-18) as well as Northern's Vision, Mission and Guiding Principles.

VISION

Success for all through learning partnerships.

MISSION

Excelling in quality, accessible education through innovative programs, services and partnerships for the benefit of our Northern Communities.

GUIDING PRINCIPLES

Learning for success

Career opportunities through innovative education and transferable skills

Practical, hands on experiences

Value for your investment

Support for lifelong learning

A healthy, adaptive and progressive organizational culture

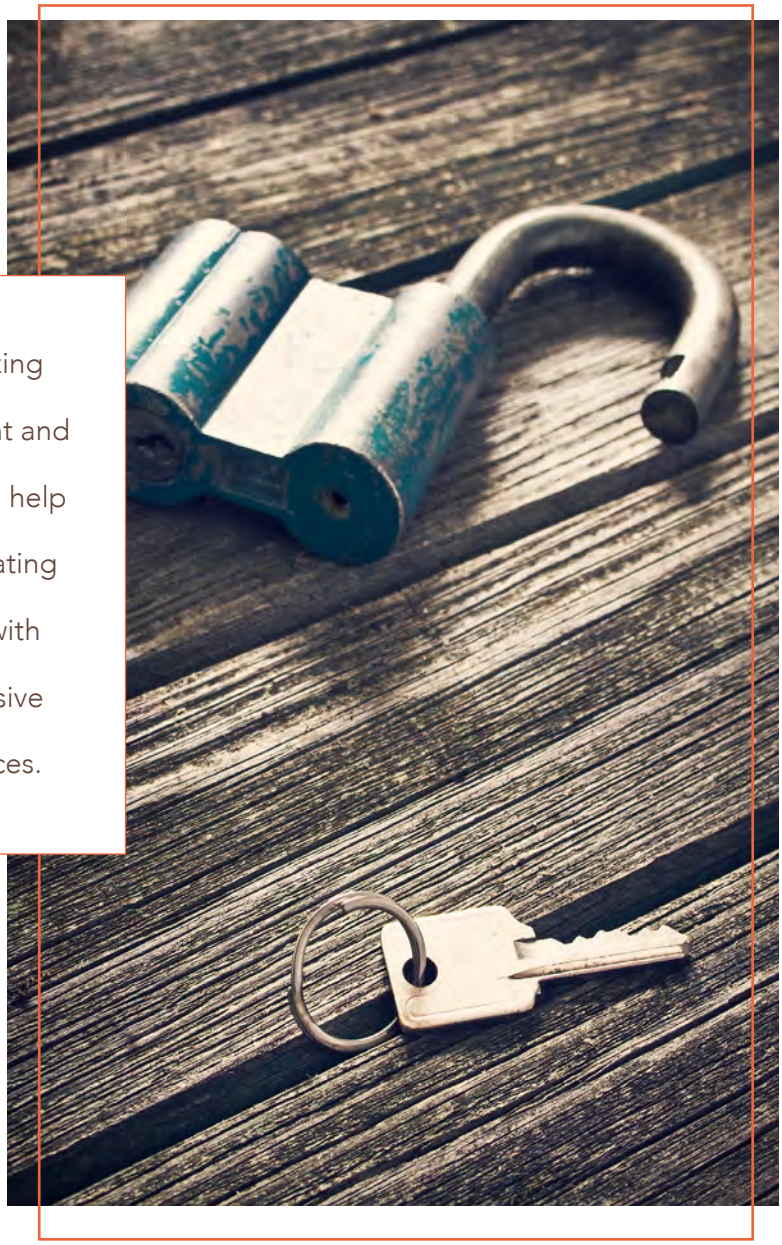
BUSINESS PLAN OUTLINE

Northern College's 2019 – 20 Business Plan serves as a roadmap to augment the College's daily operations over the next fiscal period. It illustrates how the College will continue moving forward and reinforces our commitment to meeting the goals and objectives outlined within the 2016-20 Strategic Plan. Measurable operational initiatives linked to strategic goals and objectives will keep us on a path to realizing our vision of success for our northern communities through learning and partnerships.

This document highlights major initiatives aligned with each of our Strategic Directions that will move our Strategic Plan forward. Of note, this business plan is supported by an internal tactical operating plan detailing each initiative.

ACCESSIBLE EDUCATION

We are committed to maximizing educational access, engagement and choice for our communities. We help our learners succeed by integrating innovative delivery methods with technology and a comprehensive suite of student support services.



ACCESSIBLE EDUCATION – INITIATIVES SUMMARY

Following our direction to maximize educational access, engagement and choice for all learners in our communities, Northern College will continue to support innovative delivery frameworks and methods that build internal capacity and curricula to better create authentic learning experiences. Northern College is helping to evolve expectations for access to education, in support of student diversity, success and mobility.

Plans for this initiative will explore online collaborative learning tools, complete the migration from Citrix and continue developing educational tools to ensure a flexible learning environment for an increasingly diverse student population.

We are working to develop better digital resources to successfully track student success and address academic concerns on an ongoing basis, ensuring the continued quality of our graduates and the long term reputation of our institution.

The College will submit for approval an Agricultural diploma designed for distance and collaborative, hybrid delivery to meet the changing needs of our region as the agricultural economy blossoms.

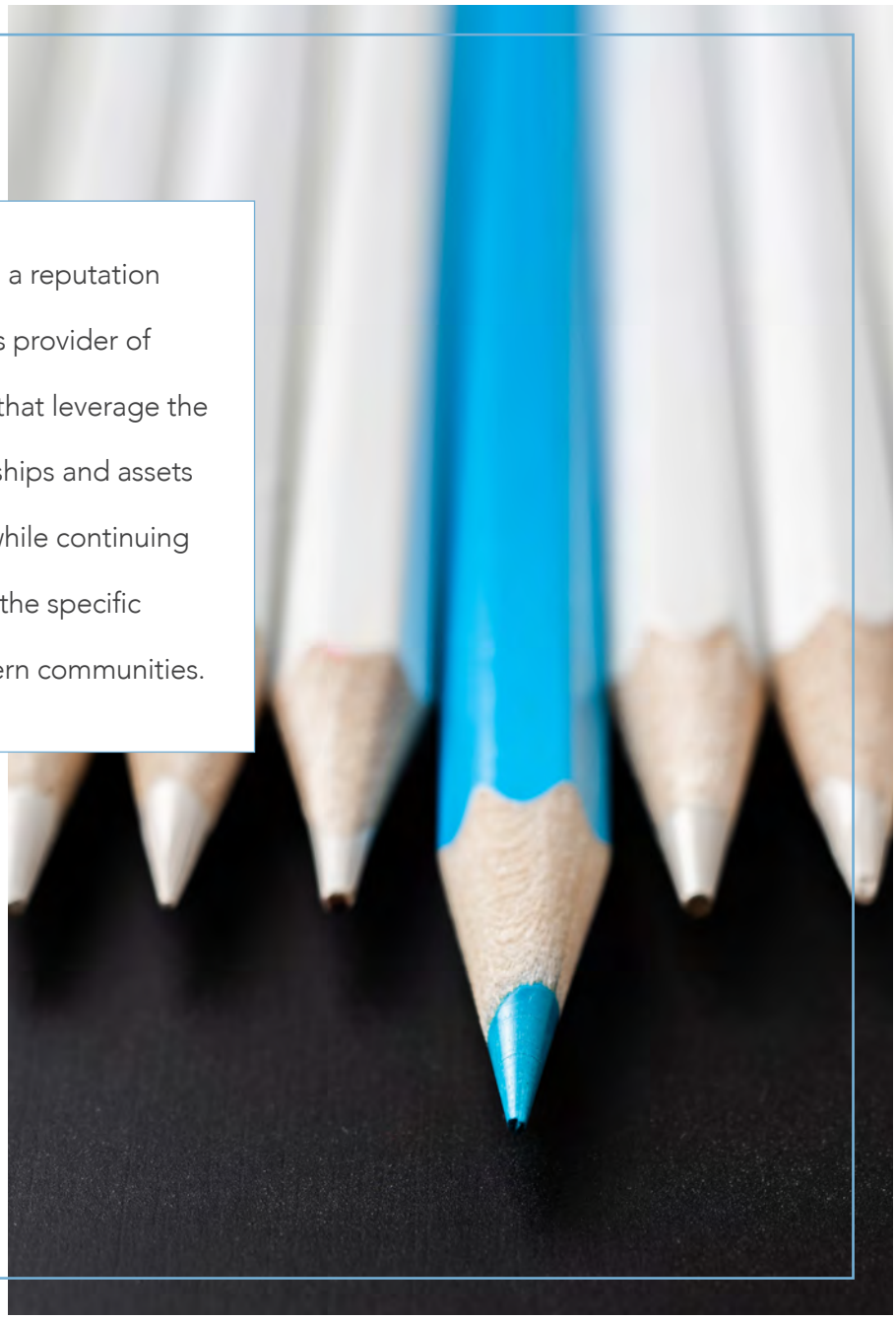
We will increase strategic investment in people and education technology to empower and support learning. Digital competency for our staff and faculty will be promoted and enhanced to assure students work in a digital learning space. To do so, we will evaluate emerging technology trends and invest in educational technology for post-secondary education to anticipate and address future infrastructure and application needs.

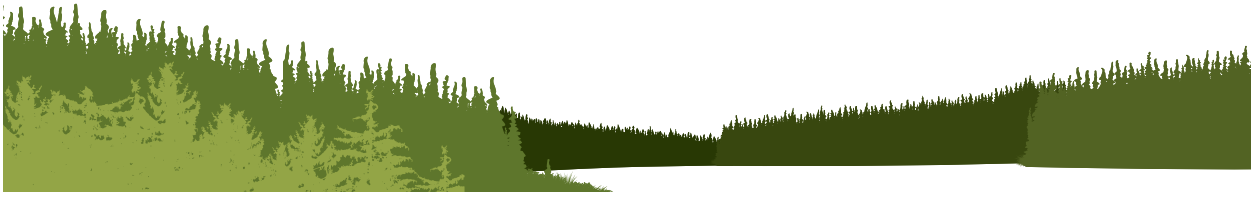
The College will establish a formal Academic Plan which will define pedagogical and methodological approaches to prepare our staff and faculty moving forward.

Finally, we will enhance pathways between post-secondary education and training divisions by operationalizing the distinctive advantages of both divisions that support our strategic directions.

SIGNATURE PROGRAMS

We are building a reputation as a world-class provider of selected programs that leverage the strengths, partnerships and assets of each campus, while continuing to respond to the specific needs of our northern communities.





SIGNATURE PROGRAMS – INITIATIVES SUMMARY

Plans for this strategic direction include the continued rebranding of the current Electrical Engineering programs and launching a specialized nursing program designed for international students, which will aid in the growing regional employment gap for skilled, accredited health care professionals. Given the number of new programs to be launched, we will enhance the support of non full time faculty to improve course quality in areas that specialists teach. We will begin the process of exploring facility expansions at our Haileybury Campus to accommodate the growing success of our Vet Sciences programs, ensuring that our facilities reflect the cutting edge equipment and teaching techniques Northern College is known for.

An Innovation Hub on the Timmins Campus has been funded and the development work will continue this year. This hub will focus on links between industry and the college specifically with applied research and innovation initiatives.

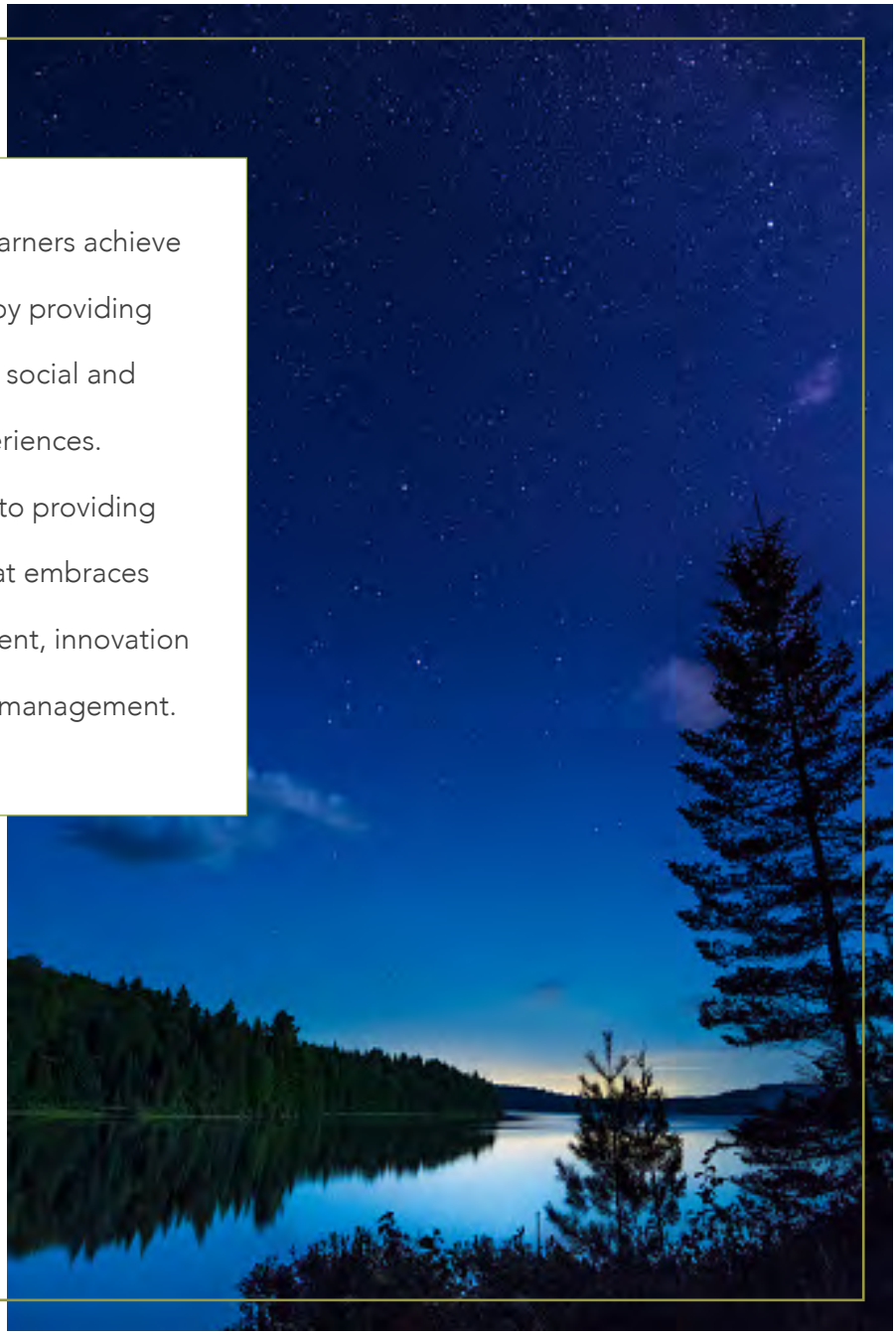
The success of our Work Integrated Learning project funded through the Ministry of Training, Colleges and Universities has meant additional opportunities for Northern College to expand on the creation and implementation of experiential learning.

We will enrich Signature Programs by continuing to establish innovative linkages with community and industry partners, enhancing certification opportunities and professional development, and providing exceptional experiences.

THE NORTHERN EXPERIENCE

Our goal is to help learners achieve their full potential by providing unique academic, social and real world experiences.

We are committed to providing an environment that embraces continuous improvement, innovation and ongoing quality management.



THE NORTHERN EXPERIENCE – INITIATIVES SUMMARY

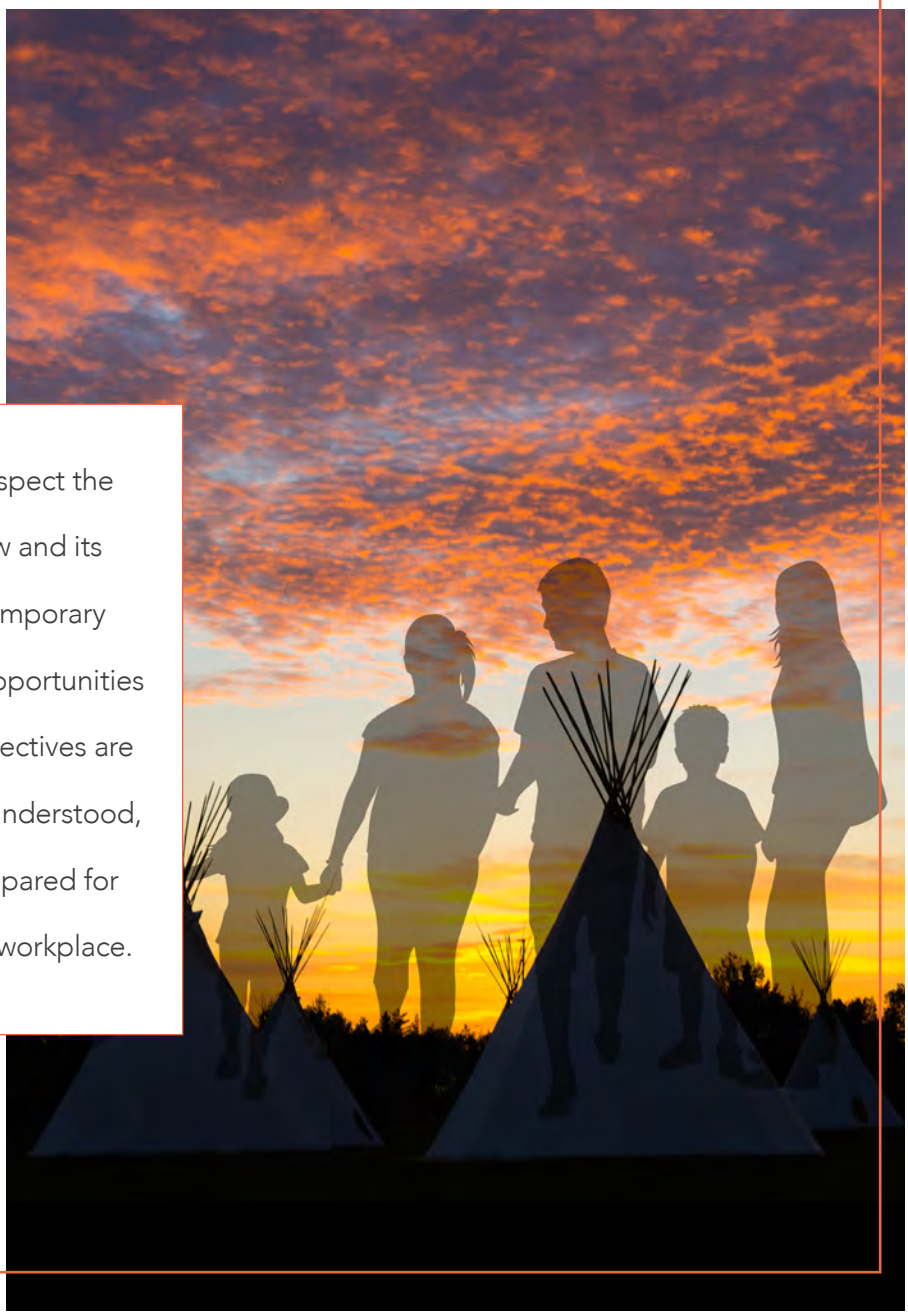
Northern College helps learners achieve their full potential by providing unique academic, social, and real-world experiences, as part of the Northern Experience. We are committed to providing an environment that embraces continuous improvement, innovation, and ongoing quality management. Based upon our Quality Assurance audit from 2018, we will expand our review process to measure quality improvement.

We will strengthen the Northern identity by providing a distinctive institutional and evolving academic environment for learners, employees and clients. Part of this distinctive experience will include language support, to be developed to assist our international students as well as our domestic learners who have a first language other than English. As well, we will provide rural and northern educational opportunities that facilitate applied research, entrepreneurship, innovation, community integration, employment, career growth and lifelong learning.

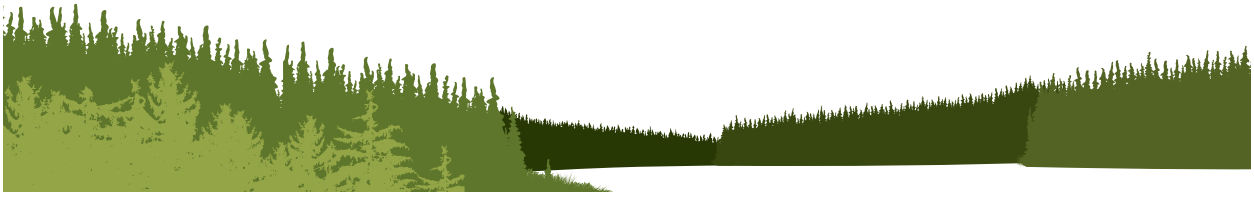
We will plan, develop and execute curriculum for two new graduate certificates for on-shore international students to help address growing employment gaps within our region. Information Systems Business Analysis is scheduled for delivery in early 2019, while our new Mobile Applications Development graduate certificate will be ready by March of 2020.

To leverage and promote the benefits and values of the Northern Experience, we will develop a two-year Mental Health and Addictions diploma program to help accommodate the growing sector demand within our catchment region by December of 2019. In addition, a lab for early childhood learning will be designed and developed to improve experiential opportunities prior to student placements in the field.

INDIGENOUS PERSPECTIVES



We appreciate and respect the Indigenous worldview and its contribution to contemporary thinking. We facilitate opportunities in which different perspectives are presented, valued and understood, so our learners are prepared for an increasingly diverse workplace.



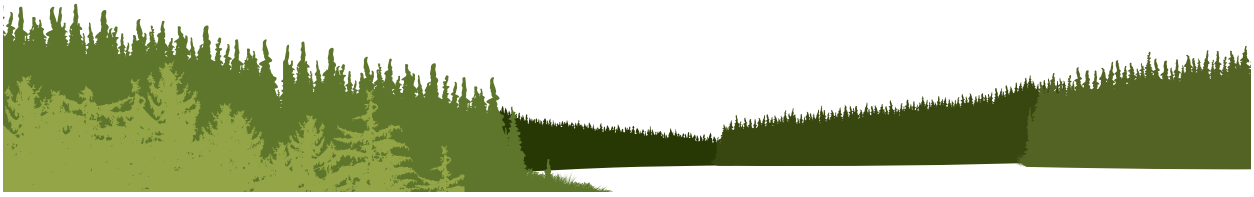
INDIGENOUS PERSPECTIVES – INITIATIVES SUMMARY

Northern College will continue to engage in meaningful and mutually beneficial relationships with Indigenous Peoples, communities and organizations, and support the development and success of Indigenous learners by incorporating Indigenous knowledge and worldviews in our programming.

In aspiring to become the college of choice for Indigenous Peoples, we will allocate resources to authentic learning experiences and curriculum development that reflect Indigenous values and teachings.

To improve the alignment of institutional processes and practices with Indigenous perspectives and values, we will enhance cultural awareness and inspire employees and students to learn more about Indigenous culture, history and worldview. We will create and implement a 'Circle of Care' to support safety for Indigenous students. Also, we will support the Indigenous Education Protocol, taking guidance from the Truth and Reconciliation Commission Report.

Building on the creation of a distinct Indigenous leadership position, we will endeavor to expand cultural support services with an Indigenous support hub within our campuses. By centralizing Indigenous advising and support services, the college will be better able to service the needs of Indigenous learners to further ensure both their academic and social success as they complete their post secondary education. Northern College is committed to assisting our Indigenous learners navigate their learning journeys.



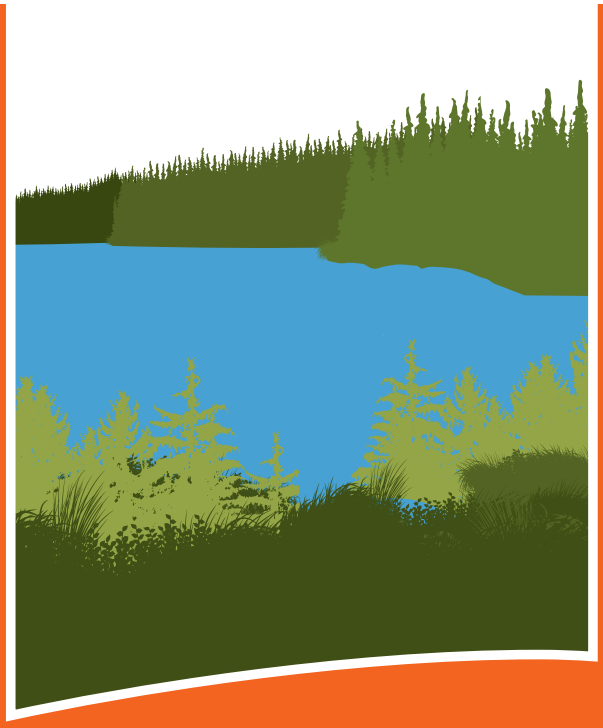
CONCLUSION

Our 2019-20 Business Plan integrates the elements of our Strategic Plan, Strategic Mandate Agreement and Strategic Enrolment Management (SEM) Plan while adhering to binding policy directives.

All of our business plan initiatives have defined, measurable outcomes. These initiatives will be regularly reviewed through established management processes during the current fiscal year to assist us in realizing our vision and achieving our strategic objectives.

Northern College remains rooted in its belief **"your college, your community"** and strives to effect a dynamic learning environment for the benefit of our students, and ultimately, for the benefit of our communities.

The 2019-20 Business Plan will be executed in a fiscally responsible manner. Key investments will be made in human resources that will contribute to or sustain new sources of revenue, as well as invest in critical infrastructure renewal.



BUSINESS PLAN 2019-2020

Northern COLLEGE

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