



**Northern
COLLEGE**

STRATEGIC PLAN
2016 - 2020

APPROVED BY THE BOARD OF GOVERNORS
JANUARY 12, 2016



HAILEYBURY CAMPUS



KIRKLAND LAKE CAMPUS



TIMMINS CAMPUS



MOOSONEE CAMPUS

TABLE OF CONTENTS

- 2 ACKNOWLEDGEMENTS
- 3 VISION, MISSION & COMMITMENTS
- 4 NORTHERN COLLEGE STRATEGIC DIRECTIONS
- 5 2016 - 2020 BROAD OBJECTIVES

ACKNOWLEDGEMENTS

A Strategic Plan is a significant undertaking that could not be achieved without the help and involvement of many people. We thank the following individuals and groups for contributing their time and sharing their insights:

- The Northern College Board of Governors
- The Northern College Indigenous Council on Education
- Students and Alumni
- Faculty and Staff
- Members of Program Advisory Committees

In total, more than 500 stakeholders participated in four engagement opportunities.

MEMBERS OF THE NORTHERN COLLEGE STRATEGIC PLANNING COMMITTEE

Steering Committee members provided institutional wisdom, creative direction, constructive debate and guidance throughout the process.

MEMBERS INCLUDE:

FRED GIBBONS President & CEO

AUDREY PENNER Vice President, Academic and Student Success

MIKE BAKER Vice President, Finance, Administration and Indigenous Services

LYNN BERTHIAUME Executive Director, Student Services, Institutional Research and Registrar

CHRISTINE HEAVENS Executive Director, Community, Business Development and Employment Services

SARA MUNROE Director of Technology and Learning Innovation

JIM BANKS Manager, Marketing, Communications and Alumni

JARET DICKS Manager of Admissions, Student Recruitment and International
Acting Manager of Marketing, Communications and Alumni

PIERRETTE FORTIER Executive Assistant

NORTHERN COLLEGE VISION, MISSION AND COMMITMENTS

VISION

Success for all through learning and partnerships

MISSION

Excelling in quality, accessible education through innovative programs, services and partnerships for the benefit of our northern communities

MOTTO

Your college. Your community.

GUIDING PRINCIPLES

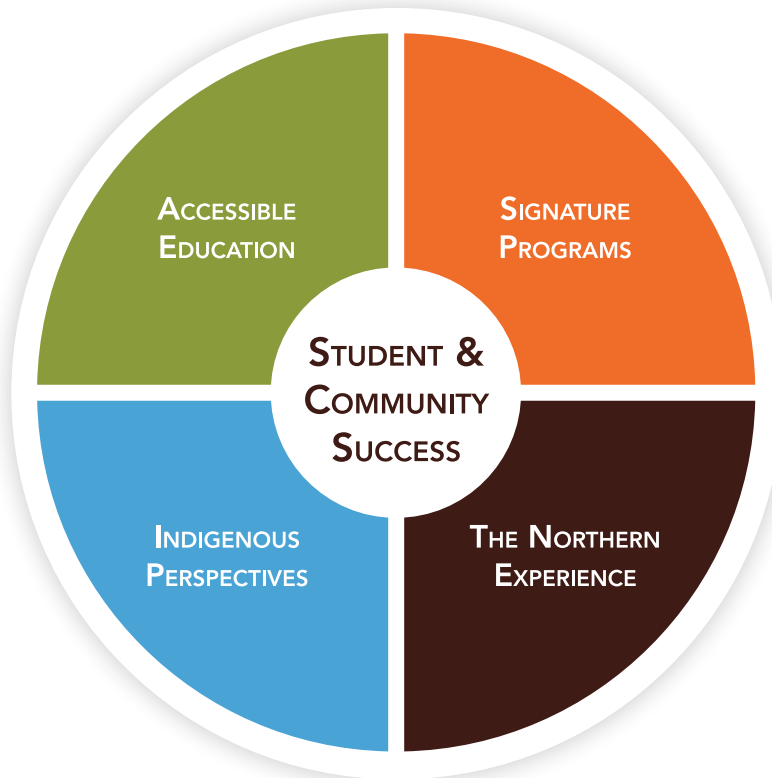
- Learning for success
- Career opportunities through innovative education and transferable skills
- Practical, hands-on experiences
- Value for your investment
- Support for lifelong learning
- A healthy, adaptive and progressive organizational culture

COMMITMENTS

At Northern College, we:

- Are open, consultive and accountable
- Act with personal responsibility and integrity
- Pursue collaborative partnerships and entrepreneurial opportunities to better serve all of our communities
- Foster and encourage a safe, caring and respectful organizational culture
- Support, nurture and celebrate the contributions and accomplishments of learners and employees
- Respond to the choices and directions of Indigenous peoples
- Establish an organizational culture that reflects the diversity of our communities
- Engage in applied research in the pursuit of northern development and continuous improvement
- Connect learners and communities through the innovative application of technology

NORTHERN COLLEGE STRATEGIC DIRECTIONS



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.

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.

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.

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.

2016-2020 BROAD OBJECTIVES

Each broad objective has a “home” strategic direction, in addition to supporting one or more of the other strategic directions as illustrated below.

- ACCESSIBILITY
- SIGNATURE PROGRAMS
- THE NORTHERN EXPERIENCE
- INDIGENOUS PERSPECTIVE

BROAD OBJECTIVES

- 1 Support innovative delivery frameworks and methods.
- 2 Increase strategic investments in people and technology to empower and to support learning.
- 3 Enhance pathways between post-secondary education and training divisions.
- 4 Maximize the strategic impact of Signature Programs.
- 5 Enrich Signature Programs.
- 6 Strengthen the “Northern” identity.
- 7 Leverage and promote the benefits and values of the Northern Experience.
- 8 Become the college of choice for Indigenous People.
- 9 Improve the alignment of institutional processes and practices with Indigenous perspectives and values.

STRATEGIC DIRECTIONS SUPPORTED



2016-2020 BROAD OBJECTIVES

Our broad objectives are phrased in general terms to provide management some flexibility in developing annual business plans that align with the strategic plan. The business plans will address monitoring issues such as SMART objectives, key performance indicators and measures of success. SMART objectives are specific, measurable, achievable, realistic and time-sensitive.

ACCESSIBILITY

- 1 SUPPORT INNOVATIVE DELIVERY FRAMEWORKS AND METHODS**
Build internal capacity and curricula that better create authentic learning, and evolving expectations for access to education, in support of student diversity, success and mobility.
- 2 INCREASE STRATEGIC INVESTMENTS IN PEOPLE AND TECHNOLOGY TO EMPOWER AND TO SUPPORT LEARNING**
Evaluate and invest in emerging technology trends in post-secondary education to anticipate and address future infrastructure and application needs.
- 3 ENHANCE PATHWAYS BETWEEN POST-SECONDARY EDUCATION AND TRAINING DIVISIONS**
Operationalize the distinctive advantages of both divisions that support Accessibility, Signature Programs, the Northern Experience and Indigenous Perspectives.

SIGNATURE PROGRAMS

- 4 MAXIMIZE THE STRATEGIC IMPACT OF SIGNATURE PROGRAMS**
Develop and formalize a framework for establishing, resourcing and evaluating Signature Programs. Build program clusters around Signature Programs.
- 5 ENRICH SIGNATURE PROGRAMS**
Provide exceptional experiences in Signature Programs by establishing innovative linkages with community and industry partners, enhancing certification opportunities and professional development pathways.

THE NORTHERN EXPERIENCE

6 STRENGTHEN THE "NORTHERN" IDENTITY

Provide a distinctive institutional and evolving academic environment for learners, employees and clients. Provide rural and northern educational opportunities that facilitate applied research, entrepreneurship, innovation, community integration, employment, career growth and life-long learning.

7 LEVERAGE AND PROMOTE THE BENEFITS AND VALUES OF THE NORTHERN EXPERIENCE

Develop stakeholder specific communications processes to enhance, maintain and leverage competitive advantages of the northern lifestyle locally or globally.

INDIGENOUS PERSPECTIVES

8 BECOME THE COLLEGE OF CHOICE FOR INDIGENOUS PEOPLE

Integrate western and Indigenous viewpoints, examples and case studies by allocating resources to authentic learning experiences and curriculum development.

9 IMPROVE THE ALIGNMENT OF INSTITUTIONAL PROCESSES AND PRACTICES WITH INDIGENOUS PERSPECTIVES AND VALUES

Improve cultural awareness/sensitivity and inspire employees and learners to learn more about Indigenous culture, history and worldview; and support the Indigenous Education Protocol, while taking guidance from the Truth and Reconciliation Commission Report.



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