



**Business - Strategic  
Enrolment Management  
and Marketing Plan**

2026-2027



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# TERRITORIAL ACKNOWLEDGMENT

We acknowledge that we are on the traditional and territorial lands of the Cree, Oji-Cree, Ojibway, and Algonquin homelands. We acknowledge these ancestral lands that we are gathered on, which continue to interconnect us all and remind us that we are all treaty people. First Nation communities located on these lands include: Temagami, Timiskaming, Matachewan, Mattagami, Apitipi Anicinapek Nation, Taykwa Tagamou, Beaverhouse, Flying Post, Moose Cree, Fort Albany, Kashechewan, Attawapiskat, Weenusk, and Métis Peoples Region #3.



# INTRODUCTION



In the year ahead, Northern College, will continue to advance its mandate through disciplined fiscal stewardship, operational agility, and strategic innovation, while maintaining a steadfast focus on student success. In a highly competitive post-secondary education environment, we will remain responsive to the evolving needs of our partners.

The priorities identified in this Business Plan are the result of meaningful engagement with internal contributors, as well as the many business, industry, and community partners who contribute to Northern College's ongoing development and regional impact. This collaborative approach, supported by a culture of continuous improvement, remains fundamental to the College's resilience, relevance, and long-term success.

The 2026–2027 Business Plan reaffirms Northern College's commitment to service excellence and sustainable growth. Guided by five strategic goals rooted in our purpose and values, the College will strengthen relationships with the Indigenous community, enhance its position as a destination of choice for students and employees, modernize infrastructure and operations, expand strategic partnerships, and deepen engagement to foster a strong and inclusive sense of community across all campuses and service regions.

# COLLEGE PURPOSE, MISSION AND VISION



## Purpose

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

## Mission

Northern College will be a catalyst for growth and innovation, building capacity and sustainability in our communities and beyond, creating opportunities that transform learners into leaders, and offering destination programming to the world.

## Vision

Northern College empowers learners and communities through education and innovation, collaborating to develop programming that prepares our graduates for success in a changing world.

# COLLEGE 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.

## 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 the outcomes of our actions and are accountable for what we do.



# Strategic Goals

- **Strengthen ties with the Indigenous community**
- **Be the destination of choice for students and employees**
- **Modernize operations and infrastructure**
- **Expand industry partnerships**
- **Strengthen community and sense of belonging**

Northern College plays a critical role in advancing access to post-secondary education, workforce development, and community prosperity across Northern Ontario through the delivery of responsive, high-quality education and training. Serving learners through campuses in Timmins, Kirkland Lake, Haileybury, and Moosonee, as well as through flexible delivery models and strategic partnerships, the College remains committed to providing an exceptional educational experience across post-secondary programming, continuing education, training, college preparation, apprenticeship pathways, and micro-credentials.

As the needs of students, communities, and industry continue to evolve, alongside a changing post-secondary environment and the unique realities of Northern Ontario, Northern College's strategic direction continues to ensure relevance, resilience, and impact. This renewed focus reflects both the opportunities and responsibilities associated with serving diverse learners and supporting regional priorities.

Guided by five strategic goals, Northern College's purpose is clear: to empower students and communities through leading-edge education, training, and work-

integrated learning opportunities rooted in the Northern experience. These goals provide the framework for institutional decision-making and business planning, with emphasis on strengthening relationships with Indigenous communities, expanding partnerships that support experiential learning and economic development, and modernizing operations and infrastructure. As such, Northern is positioned as the destination of choice for students and employees, while fostering a strong sense of connection, belonging, and shared purpose across the College community.

The initiatives outlined in the 2026–2027 Business - Strategic Enrolment Management and Marketing (SEMM) Plan represent tangible actions in support of these priorities. These projects reaffirm Northern College's commitment to sustainable growth, service excellence, and measurable outcomes that strengthen both the institution and the communities it serves.

# 01

STRATEGIC GOAL

## **Strengthen Ties with the Indigenous Community**

Northern College's campuses are located on the traditional and territorial lands of the Cree, Oji-Cree, Ojibway and Algonquin homelands. Our proximity to the Indigenous communities located on these lands provides us with opportunities to build strong partnerships and offer programs, services and supports which are responsive to community needs. Aspiring to be the college of choice for Indigenous peoples, Northern College is committed to being a receptive and engaged partner. We aim to maintain and build relationships with the Indigenous communities in the region, increase Indigenous student enrolment based on self-identification, and improve the retention and graduation rates of Indigenous students through the provision of culturally appropriate academic support and advising services.

## OBJECTIVE 1

# Increase Indigenous Enrolment (Based on Self-Identification), Inclusive of On-Campus and In-Community Programs

### INITIATIVE BSP-1A

#### Supporting Indigenous Student Self-Identification

A student portal was built to help educate Indigenous students on the academic, cultural and financial benefits of self-identifying and to facilitate the process of self-identification. Print and digital promotional materials, in-person information sessions, as well as testimonials were developed to support the process. Moving forward, Northern College will study the impact of the self-identification portal and associated educational materials on the percentage of Indigenous learners who self-identify, their academic success and retention in their program of study, as well as corresponding graduation rates.

## OBJECTIVE 2

# Increase the Retention Rate and the Graduation Rate of Indigenous Students

### INITIATIVE BSP-1B

#### Enhancing Support for Indigenous Students

An internal audit of Northern College's current Indigenous Student Support Services was conducted along with a review of systemic best practices which identified strengths, weaknesses and opportunities for improving our offerings to students. This analysis is foundational to the development of an Indigenous Student Support Framework. Planning for the pilot of this new student support model will include defining staffing, training, and budget requirements, implementing a measurement framework, and confirming key partnerships with Indigenous communities and external service providers.

## OBJECTIVE 3

# Maintain and Continue to Build Partnerships and Relationships with Indigenous Communities in the Region

### INITIATIVE BSP-1C

#### Collaborating on First Nation Community Development Plans

Aligned with Northern College's commitment to being 'present', travel to First Nation communities in our region was organized and surveys conducted to solicit feedback on current campus services and programs, as well as ascertaining education, training and employment service needs. In analyzing the collected data, a collaborative and sustainable plan addressing post-secondary education, workforce development, training and academic upgrading needs for three (3) communities will be developed during the 2026-27 fiscal year. Metrics for each initiative will be established to evaluate the overall effectiveness of each offering.



# 02

## STRATEGIC GOAL

# Be the Destination of Choice for Students and Employees

Northern College plays a key role in the attraction and retention of youth and talent in Northern Ontario. Striving to be the college of choice for students pursuing careers in key industries within our region and endeavouring to be the workplace of choice for employees, we aim to increase our student enrolment and pursue the advancement of a healthy workplace culture. Our organization will further develop its recruitment and retention efforts, supported by our Strategic Enrolment Management and Marketing (SEMM) Plan.

## OBJECTIVE 1

# Increase Student Enrolment

### BSP-2B

## Building Domestic Student Enrolment in Post-secondary Education Programs

An environmental scan was conducted to inventory current recruitment activities/programs. This data was shared with internal and external partners to verify conclusions and identify potential new pathways. From this exercise, a methodology to calculate return on investment for these activities will be determined. A rollout schedule will be created to effectively coordinate the offering of both established and new recruitment activities and resources like dual credit courses, Special High Skills Major opportunities, summer camps, articulation agreements and a college narrative.

### BSP-2C

## Promoting Continuing Education, Training and Workforce Development Offerings

Surveys completed by targeted external partner groups, such as alumni, Program Advisory Committee members, and industry, were analyzed to identify gaps in continuing education, training and Micro-credential offerings to segmented populations. This research served to support data driven recommendations for new or revised curriculum offerings. Employing this information, alumni will be segmented in accordance with the credential they achieved so that focused, actionable recruitment plans mapped to current and/or new continuing education, training and micro-credential offerings will result in alumni enrolment growth within pre-determined curriculum areas.

### BSP-2D

## Improving International Student Recruitment

Following a re-brand to Northern International and a recruitment campaign that resulted in forty (40) new international agents, Northern College is currently focused on strengthening lines of communication with our agent network and prospective students in growing the number of international students studying at the institution. Piloting virtual information sessions for Veterinary programs will allow prospective students and recruitment agents to learn more about this program offering, the college and staff, the local community, and potential employment pathways. In turn, if these sessions improve student conversion rates and increase enrolment, similar activities will be planned to highlight other Northern College programs offered to international students.

### BSP-2E

## Targeting Specialized Domestic Markets

Deploying survey data collected from internal partner groups (Academic Upgrading and Access Centre Team, the Business and Community Development Team, and Institutional Research), the college will develop a coordinated marketing-recruitment strategy and integrated student support network to target and engage with priority markets. By refining messaging and promotional materials, better relationships can be built with prospective learners.

### BSP-2F

## Developing an International Workforce Training Plan

Market research will be conducted in three (3) strategic regions (Southeast Asia, the Middle East and Latin America) to increase the number of workforce development and training programs offered by Northern College in these global markets. Based on the data accumulated and analyzed as a part of the market research project and guided by the global engagements currently underway, an international continuing education/training plan will be prepared for the three (3) targeted regions.

## OBJECTIVE 2

# Advance a Healthy Workplace Culture

### BSP-2G

## Cross-Training for Employee Development and Service Continuity

Northern College aims to develop and offer a cross-training plan as a professional development activity for staff that is focused on leadership readiness, succession planning and service continuity. In the initial phase of the project, a scope must be established that outlines the desired outcomes for the cross-training plan, as well as the methods for determining how outcomes will be achieved, the value of the outcome to the college and the employee, and a detailed plan to achieve the outcome.

# 03

STRATEGIC GOAL

# Modernize Operations and Infrastructure

At the center of several evolving landscapes, Northern College embraces change. The modernization of our operations and infrastructure contributes to a culture of continuous improvement and adaptability. Enhancements leading to operational efficiencies and innovative solutions reflective of industry trends contribute to improving the student experience. Within this scope, Northern College's initial focus will be the modernization of our corporate and operational policies and procedures.

## OBJECTIVE 1

# Modernize Corporate and Operational Policies and Procedures

### BSP-3A

## Reviewing, Renewing and Building Policies and Procedures

An environmental scan was conducted that examined the current process for building, reviewing, and voiding policies and procedures at the college. During the upcoming academic year, consultations will be arranged with collaborators and decision makers with regards to the revised Policy and Procedure Standards and related procedures and resource materials. Training sessions will be hosted for the Northern College community to communicate the revised process for creating, revising, or voiding current policies and procedures. The completion of consultations and training will result in the launch of the revised Policy and Procedure Standards, while initiating a gap analysis to inform the development of new institutional policies and procedures.

### BSP-3B

## Developing an Academic and Programming Plan

Northern College's Academic and Programming Plan, along with our Strategic Enrolment Management and Marketing Plan, will assist in defining the direction of the Business Plan and drive Northern College's strategic vision. These plans act in concert to support innovation, creativity, and collaboration across the organization with all staff and students. Research has identified key data points and sets (i.e. Program Advisory Committees, Annual Program Review, Comprehensive Program Review, labour market information, etc.) required to develop the Academic and Programming Plan. Using this information, a draft of the plan will be developed during the 2026-27 year.

## OBJECTIVE 2

# Align I.T. Capabilities and Capacity with the Broader Digital Strategy of Northern College

### BSP-3C

## Evaluating the Feasibility of an AI Chatbot

Northern College is conducting research to assess the feasibility requirements and institutional readiness for implementing a scalable, conversational AI-powered Chatbot. The Chatbot would enhance user experiences by assisting with automated responses to common inquiries, would integrate with college systems where appropriate, and would support modernization goals by applying intelligent triage and resource linking. During the 2026-27 academic year, an IT Analyst and web marketing staff member will review technical and functional requirements, attend demonstrations by AI vendors, and define best use cases.

## OBJECTIVE 3

# Develop and Deploy a Comprehensive and Enterprise-wide 5-Year Capital and Deferred Maintenance Plan

### BSP-3D

## Implementing a Computerized Maintenance Management System

The Plant and Property and Maintenance teams at Northern College examined how to improve the planning, monitoring and completing of required work by analyzing our current Track-It system in comparison to an alternate tool. It was determined that the college would move forward with ebase(TM) software (CMMS). A project plan is being created to define the priority categories for capturing Northern College assets (i.e. Physical, IT

equipment, etc.), as well as work orders for Plant and Property and Information Technology. This phase of the project will also examine data specificity, tagging standards, ownership models, and lifecycle stages, as well as establish system configuration, user roles, integration points and documentation standards.

### **SEMM PILLAR 3**

## Accelerating SEMM Success through Metrics-focused Practices

### **BSP-3F**

#### Improving Data Governance

To continuously improve data governance, Northern College created a Data Governance Committee. With its Terms of Reference in place, the Data Governance Committee will look to assess and define data ownership and stewardship, as well as data uses at the institution. Current Information policies and procedures will be reviewed to foster and encourage data-driven decision making across the organization.



# 04

STRATEGIC GOAL

# Expand Industry Partnerships

Northern College's partnerships with industry are integral to our organization's impactful contributions to the economic growth and sustainability of Northern Ontario. By aligning our offerings with industry needs, we cultivate mutually beneficial partnerships which serve our learners and communities alike. We will maintain and grow these partnerships through purposeful applied research projects, connecting industry to academic program areas, and increasing programming in target industries.

## OBJECTIVE 1

# Create and Launch Applied Research Projects Aligned to Academic Program Areas

### BSP-4A

## Applied Research Framework to Evaluate Projects

Developing and implementing an Applied Research Framework is an important element for the sustainable operation of any public college. Partnerships amongst industry, government, community organizations, and post-secondary education institutions is not only a key driver of innovation, productivity and competitiveness, but also of regional economic development. Northern College has researched and developed a standardized Applied Research Project Framework to evaluate industry-partnered research opportunities and their alignment with applicable funding sources, institutional capacity and strategic priorities. With the theoretical work completed, Northern College will be piloting our Applied Research Framework in 2026-27 and monitoring its effectiveness.

### BSP-4C

## Project Funding and Industry Partnerships

During the 2026-27 academic year, Northern College will explore, identify and evaluate funding programs (i.e., Skills Development Fund, Northern Ontario Heritage Fund Corporation, federal grants, industry sponsorships) to align with potential industry partners. Eligibility criteria will be mapped to the organizations' training priorities and to the college's new Academic and Programming Plan.

## OBJECTIVE 2

# Increase Target Industry Partner Programming

### BSP-4B

## High Demand, Renewable Training Program Plan

A research study will be conducted to identify high demand, renewable industry skill development and training programs in the health and safety sector. The first stage will be to identify sector partners (employers, associations, industry groups) who are required to have staff complete legislated training. In collaboration with academic departments at Northern College, the provision of this training will be coordinated to better equip future graduates to enter the workforce. Cultivating and strengthening relationships with key industries and college staff will be crucial to establishing enrolment and performance targets in offering key mandatory training to employees in the field and those completing their pre-service training.

## OBJECTIVE 4

# Increase Donations and Endowments

### BSP-4E

## Philanthropy Framework

Leveraging the Alumni Awareness and Engagement Plan that was developed for Northern College, a coordinated and centralized framework covering industry partnerships and philanthropy will be built to support enrolment growth, program sustainability and student success. The framework scope will include standardized procedures for requesting, accepting and stewarding industry donations, in-kind gifts and endowments that are aligned with prioritized academic programs and workforce needs.

# 05

STRATEGIC GOAL

## **Strengthen Community and Sense of Belonging**

A society that is increasingly fragmented, distracted, and lonely can present substantial barriers to student success, alumni engagement and workplace wellbeing. At Northern College, we recognize that people are at the heart of all we do. It is therefore imperative that we nurture a culture of meaningful connectivity in which students, alumni, partners, and employees are inspired to collaborate and thrive. Northern College will focus on improving the engagement and sense of belonging amongst students and partners and expand our active alumni base.

## OBJECTIVE 2

# Improve Engagement and Sense of Belonging Amongst Employees

### BSP-5C

## Improving College Culture

An environmental scan was completed to evaluate the current level of student and partner engagement with Northern College. Using the data collected from the research study, Northern College will validate conclusions with internal committees (i.e. Accessibility Working Group, the Psychological Health & Safety Working Group, the Equity, Diversity, Inclusion and Belonging Working Group, the Northern College Indigenous Council on Education, the Union College Committees, etc.). At least five (5) strategic initiatives and implementation plans will be developed and presented to the Senior Management Team for review and approval.

## OBJECTIVE 3

# Expand the Active Alumni Base

### BSP-5B

## Growing the Alumni Base

The Alumni Awareness and Engagement plan was developed for Northern College's Alumni Perks portal. A corresponding implementation plan outlines goals, messaging frameworks, content planning tools and campaign strategies. During the 2026-27 academic year, the Alumni Awareness and Engagement plan will be deployed to build awareness of Alumni activities and programs with the intended purpose of growing membership by 10% and increasing donations.





# Conclusion

Each year provides Northern College with an important opportunity to assess the dynamic post-secondary education landscape, respond to emerging regional priorities, advance the process of Truth and Reconciliation, and implement the changes necessary to fulfill its mandate with excellence, accountability, and purpose. Grounded in a clear understanding of the needs of students, community and industry partners, as well as staff, Northern is committed to continuous improvement and innovation ensuring that institutional decisions remain strategic, responsive, and focused on long-term sustainability.

While Northern College's five strategic goals provide the framework for this Business Plan and establish priorities for the years ahead, this document represents only one component of a broader institutional effort to modernize operations, strengthen capacity, and position the College for continued success in a rapidly changing environment.

The continued strength of the College will depend on meaningful collaboration, open communication, and a shared commitment to meeting the evolving needs of students, communities, and the labour market. Guided by its greatest strengths—its students, staff, and partners—Northern College will continue to move forward with confidence and purpose, advancing a clear vision for a strong and sustainable future.

