

Confederation College Strategic Plan Strategic Framework • Themes and Pillars

Executive Summary

Confederation College will continue to support learner access and success, strengthen workforce and community impact across Northwestern Ontario, and remain sustainable, agile, and future-ready. Grounded in the College spirit of Confederation, bringing people together, and *Negahneewin*, meaning “to lead the way,” this plan reflects a shared commitment to move forward collectively with communities across the region.

This framework is organized around four strategic pillars and one grounding commitment to Indigenous leadership and reconciliation. Each pillar includes clear intent, goals, and measures to support execution and accountability.

Strategic Themes (Tree Metaphor)

Tree Element	Theme	Primary Alignment
Roots	Values, culture, and trust: equity, learner-centred service, and Indigenous self-determination and reconciliation.	Grounding (all pillars) Indigenous Commitment
Trunk	Institutional strength: sustainable resources, clear governance, and enabled people and systems that support delivery.	Pillar 3 Organizational Sustainability and Agility
Branches	Pathways and partnerships: strong connections to communities, employers, and education partners that expand opportunity and regional impact.	Pillar 2 Regional and System Partnerships
Leaves	Learning and learner experience: accessible, supportive environments that help learners thrive and transition to meaningful careers.	Pillar 1 Learner Access, Success and Well-Being
New Growth	Innovation and future readiness: digital capability, AI-enabled skills, and continuous improvement in teaching and operations.	Pillar 4 – Future Ready Learning and Innovation

How to Read This Plan

Each pillar includes:

- **Intent:** What we aim to achieve

- **Design Principle:** How we will make decisions
- **Goals:** What must change
- **Key Measures of Success:** How we will track progress

Measures include **outcome measures** (end results) and **driver measures** (indicators of enabling activity).

Grounding Commitment: Indigenous Leadership and Reconciliation

Intent

Advance the Indigenous Reconciliation Action Plan through Indigenous leadership in decision-making, culturally grounded learning, and shared accountability for Indigenous learner success across Northwestern Ontario.

Design Principle

Advance Indigenous self-determination¹ through partnerships and by embedding Indigenous leadership, knowledge systems, and community priorities.

Goal 5.1: Strengthen Indigenous self-determination in academic design, delivery, and institutional decision-making.

Key Measures of Success:

Outcome measures	Driver measures
- Indigenous Learning Outcomes (ILO) implementation # of IRAP action items implemented	- Partnerships with Indigenous communities and organizations - Faculty and staff participation in Indigenous learning / cultural competency development

Goal 5.2: Improve Indigenous access, success, partnerships, and pathways to education, employment, and community wellbeing.

Key Measures of Success:

Outcome measures	Driver measures
Indigenous learner graduation rate	- Indigenous learner application and enrolment (%) - Number of Apiwin visits - Satisfaction with Negahneewin services - Amount of bursaries awarded to self-identified students - Partnership numbers

³ Self Determination is the right of Indigenous Peoples to lead decision-making that affects their communities and to freely shape their political, economic, social, and cultural development in ways that reflect their identities, values, and priorities.

Pillar 1: Learner Access, Success, and Wellbeing

Intent

Enable learners to access and succeed in education through flexible pathways, regional delivery, strong support, and meaningful connections to careers.

Design Principle

Remove barriers and design programs, services, and systems to be accessible, flexible, and responsive to diverse learner needs and career pathways.

Goal 1.1: Expand equitable access to education and training across Northwestern Ontario.

Key Measures of Success:

Outcome measures	Driver measures
• % enrolment across student groups • First-term persistence by equity group	• Conversion rates • Enrolment of underrepresented learners • % of programs available in flexible delivery (online / hybrid / regional)

Goal 1.2: Strengthen learner success, persistence, wellbeing, and transitions to meaningful careers.

Key Measures of Success:

Outcome measures	Driver measures
• Graduation rate	• Retention rates (overall and program-level) • Student Satisfaction with student supports • Utilization of student supports (counselling, tutoring, accessibility etc). • % of learners participating in work-integrated learning (WIL)

Pillar 2: Regional and System Partnerships

Intent

Build a responsive workforce through contract training, workforce development, and integrated partnerships across communities, employers, and postsecondary institutions.

Design Principle

Leverage partnerships and flexible training models to expand access, reduce duplication, and strengthen long-term regional impact.

Goal 2.1: Align programs, training, and applied research with regional workforce and labour market needs.

Key Measures of Success:

Outcome measures	Driver measures
- Graduate employment rate in field of study - Employer Satisfaction	% of employers engaged in employment-related events % of students engaged in employment services # of programs updated using labour market data within last cycle

Goal 2.2: Grow partnerships that support regional needs and community development.

Key Measures of Success:

Outcome measures	Driver measures
# of active industry and community partnerships - Partnership satisfaction	# of active partnership contacts by sector (PSE, Indigenous communities, applied research, alumni, grants) # of formal agreements (MOUs, articulation agreements, pathway agreements)

Pillar 3: Organizational Sustainability and Agility

Intent

Ensure long-term viability through responsible financial stewardship, sustainability² clear decision-making, and continuous improvement, while supporting employees to do their best.

Design Principle

Balance financial, social, and environmental responsibility. Enable transparent, efficient processes and empower employees, using technology to reduce complexity and focus on high-value work.

Goal 3.1: Advance financial and holistic sustainability to support the long-term health of the College, its people, and the environment.

Key Measures of Success:

Outcome measures	Driver measures
• Operating surplus / deficit • % of revenue from diversified sources (e.g., non-tuition: contract training, grants, partnerships) • Energy use or carbon footprint reduction	• Employee retention and turnover rate • # of sustainability projects • Waste diversion rate • Direct margin % for postsecondary programs • Apprenticeship margin % • Overhead recovery ratio % (total direct margin/total overhead x 100)³² •

Goal 3.2: Strengthen organizational capacity through improved agility, cross-functional collaboration, and transparent decision-making.

Key Measures of Success:

Outcome measures	Driver measures
• Employee engagement / satisfaction score	• % of staff engaged in cross-departmental initiatives and professional development

² Insert wholistic definition of sustainability

³ Postsecondary only

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| | <ul style="list-style-type: none">• Creation of EDI groups and participation
Baseline established in year and will be
monitored starting Year 2 |
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Pillar 4: Future-Ready Learning and Innovation

Intent

Deliver high-quality, innovative, and applied learning that equips learners with the technical, digital, and human skills needed to succeed in a changing world.

Design Principle

Advance innovation through applied research, partnerships, and the responsible use of emerging technologies, including AI, to enhance learning, inform decision-making, and prepare learners and staff for the future.

Goal 4.1: Advance digital literacy, technological capability, including AI, future-ready skills across learning, teaching, and institutional practices.

Key Measures of Success:

Outcome measures	Driver measures
- Graduate satisfaction with skill preparedness % of programs with digital/AI integration	- Programs integrating digital literacy/AI in curriculum - Staff trained in digital/AI tools (%) - Student participation in digital skills training or micro credentials

Goal 4.2: Expand innovation in teaching, learning, and institutional practices.

Key Measures of Success:

Outcome measures	Driver measures
Learner satisfaction with learning experience	# of applied research and innovation projects supporting teaching or community impact % of programs using experiential or innovative learning - Utilization of teaching and learning supports (CTL engagement)