

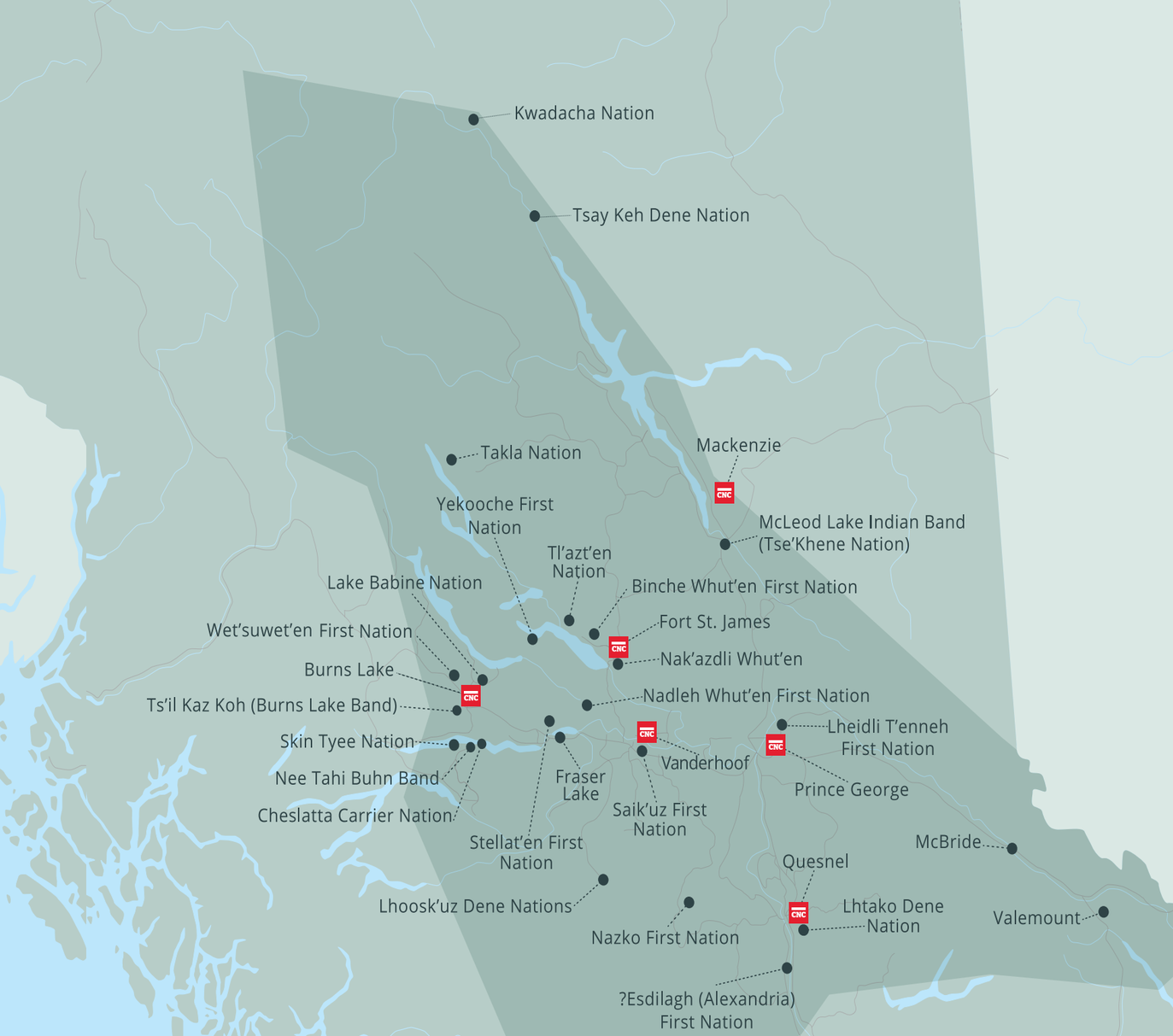
Transforming The Student Experience

Strategic Enrolment Plan 2024-2028

CNC

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First Nations Traditional Territory

The College of New Caledonia is honoured to work with the Indigenous communities in this region, inclusive of the First Nations, Métis, and Inuit peoples. We acknowledge the graciousness of the First Nations peoples in welcoming those seeking knowledge on their traditional territories.

Message from the Vice President Student Affairs & Interim Vice President Academic and the Director Institutional Research & Enrolment Management

CNC Strategic Enrolment Planning (*SEP*) is a collaborative journey of learning, discovery, reflection, and envisioning a future that puts students first while ensuring that we can be a sustainable organization. Strategic Enrolment Management (*SEM*) actions the outcomes of our planning, it is the 'doing', and this will be a core tenant our plan moving forward. SEM is many things: it is transformative; it is intentional; it is about collaboration, communication, and cohesion; it is data-informed; it considers how we use our resources for doing the things that are important; and it is truly about student success in moments that matter.

One of the amazing things about creating a culture of SEM in an organization is that any employee, no matter their title or role, can contribute to the plan's implementation, or step up and become a SEM champion or leader. We would like to thank the students, faculty, staff, and administrators who participated in SEM cafés and surveys, and would like to specifically acknowledge the strategic opportunity team co-leads, SEM committee members, SEP project committee and Dr. Jim Black from SEM Works. Their work is foundational for the work ahead. This plan has become a reality with the support and dedication of SEM leaders across CNC.

The implementation of this plan is our commitment to CNC students, past, present, and future. Together we will transform the student experience at CNC.



Shelley Carter-Rose,
Vice President Student Affairs & Interim Vice President Academic



Jennifer Castley,
Director Institutional Research & Enrolment Management

The CNC SEM Imperative and the Way Forward

CNC intentionally began a Strategic Enrolment Management (*SEM*) journey during the pandemic. The need for collaboration, teamwork, strategic thinking, communication, and planning became imperative as the implications of the pandemic became clear. Serving the local communities in our college region continues to be our priority and moving towards an enrolment that is balanced between domestic and international students has been a directive from the CNC Board of Governors. Without balance, there is impact to student supports, services, and program quality, and this is what CNC experienced in the years leading up to the pandemic. A balanced approach positions CNC to deliver the quality programs that students and employers need, it allows us to deliver services and supports that are more personalized because we have a better understanding of the needs and expectations of learners in our priority student populations, it aligns with government requirements, and it sets the stage for lasting institutional fiscal sustainability.

Implementing the SEM Plan is the way forward. The SEM directional goals, enrolment objectives, and strategic opportunities outlined in this SEM Plan are layered with linkages to our cascading institutional plans, together they all connect to our future enrolment mix, program mix, and our vision of transforming the student experience.

The process of Strategic Enrolment Planning (*SEP*) has set a foundation for action, accountability, reflection, and continuous improvement. Every faculty, staff, and administrator at CNC can contribute to the plan's implementation. We are creating a culture of SEM that becomes stronger everyday – we are taking the time to learn about SEP and SEM, we are sharing what we know with our colleagues, we are adapting or adopting best practices when they align with our vision, we are building networks of collaborative teams, we are data-informed while making decisions, we are planful and proactive, all the while being mindful of the student journey and our institutional commitments to Truth & Reconciliation and Equity, Diversity, Inclusion & Belonging.

SEM is many things, it is:

- Transformative
- Intentional
- Collaborative, communicative, and cohesive
- Data-informed
- Planful resourcing
- Student success in moments that matter

SEP Project Committee

Shelley Carter-Rose,
Vice President Student Affairs & Interim Vice President Academic

Tara Szerencsi,
Vice President Finance & Corporate Services

Chad Thompson,
Vice President Academic (*retired*)

Edward Benoit,
Associate Vice President Academic

Jennifer Castley,
Director Institutional Research & Enrolment Management

Anne Harris,
Associate Director International Education

Arshpreet Kanda,
Manager Institutional Research

Steven Perison
Registrar

Strategic Enrolment Planning Accomplishments and the Path Ahead

The strategic enrolment planning process, divided into discovery, enrolment goals, and planning phases, was engaging, extensive and comprehensive. The roadmap below shares the activities, key findings, over sixteen months starting in June 2023, leading up to the launch of the plan.

Discovery

Situational Analysis – This plan draws from and is aligned with the *lhulh whuts`odutel`eh* [lhulh whu tso duh tale eh] *Learning Together CNC Strategic Plan 2020-2026*, the *nus 'uztelelh* [nuss uzz tay laylh] *We Will Create the Future CNC Academic Plan 2022-2027*, the *International Plan 2023-2028*, and the *lhk'enazdulkat* [lhken nazz dull kat] *We Change Ourselves CNC Indigenous Education Plan 2024-2029*.

Key Internal Partner Interviews – Twenty-four topical interview sessions were conducted with 245 invited participants. The outcomes contributed to understanding internal strengths, defining strategic opportunities, and our readiness to implement SEM.

Environmental Scan – An in-depth scan was conducted, and several factors were identified that were most likely to impact CNC's future enrolments either positively or negatively.

- ✓ Flat youth populations and growth among aging seniors in overall service area.
- ✓ Larger municipalities are expected to grow larger within the region.
- ✓ Stable number of high school graduates across CNC's service area.
- ✓ Federal and provincial changes to international enrolment and immigration.
- ✓ Program employment outcomes connected to high opportunity occupations to maximize funding.
- ✓ Competition from companies offering industry-recognized credentials through online programs.
- ✓ Need for flexible programs, modern enrolment systems, and convenient credentials to meet changing student needs.
- ✓ Importance of a contemporary, functional, and mobile-friendly website.
- ✓ Focus on social media and customer relationship management for recruitment outreach.

Competitor Analysis – Opportunities identified include building on CNC's student-centred and outcomes-focused positioning, targeting specific audience segments more effectively, conducting additional research on CNC's markets and students' needs, enhancing website functionality and virtual tours, and improving social media and customer relationship management efforts for recruitment outreach.

Process Analysis – Six current processes were reviewed and developed into future states that are student-centric and align with CNC's strengths and strategic opportunities.

Webinar Report – Discovery findings shared in a virtual seminar-style webinar that was open to all CNC employees.

Enrolment Goals

Persona Profiles - Analysis of six broad and encompassing student populations has resulted in a better understanding of the students we serve. The revision of persona profiles has provided insight into the key demographics, enrolment and completion trends, program preferences, potential student needs, specific motivations and barriers, student communication and marketing preferences, and enrolment behaviours. The use of persona profiles will help CNC to refine SEM strategies and tactics, to build better student relationships, and to improve student experiences. The persona profiles are domestic students, Indigenous students, international students, high school direct students, delayed entry students, and mature learners.

Enrolment Goals Analysis – Historical enrolment analysis of Fall and Spring terms resulting in desired enrolment numbers by student population inclusive of the 2028-29 academic year. College-level and school-level goals by head count and Continuing Education goals by student contact hours were created. CNC will need to engage in strategic dexterity and diversify the enrolment portfolio to achieve these goals.

Planning

Leadership Retreat – The CNC leadership team (*60 leaders*) collectively engaged and reviewed discovery phase information. They participated in facilitated conversations to establish a right-size enrolment and identified opportunities that were critical to move forward with.

Strategic Opportunity Development – Six strategic opportunity teams worked to fulfill team responsibilities, identify related strategies and tactics, suggest effectiveness measures and enrolment indicators, and to prioritize strategies over the implementation years of the SEM Plan. A SEM Academic Council is also positioned to clearly connect the academic portfolio contributions needed for effective SEM practices.

Learning Plans – Six learning plans were developed to support professional growth in a range of areas related to SEM, our strategic opportunities, best practices, and student needs and expectations.

SEM Plan Launch

Implementation – The management, monitoring, and annual enrolment planning to stay on course to achieve the enrolment goals and SEM objectives.

Enrolment Indicators 2023-24

Prospective Students

2,910 inquiries from the CNC website

710 open house future student generated leads

2,870 Fall term applicants
- ↳domestic non-Indigenous **1,315**
- ↳Indigenous **325**
- ↳international **1,230**

41% enrolment yield rate for Fall term applicants
- ↳domestic non-Indigenous **44%**
- ↳Indigenous **47%**
- ↳international **37%**

Priority Student Populations

58% Domestic Students

11% Indigenous Students

28% High School Direct Students

42% International Students

39% Delayed Entry Students

33% Mature Learners

Current Students

1,190 new student enrolment for Fall term
- ↳domestic non-Indigenous **585**
- ↳Indigenous **155**
- ↳international **450**

2,390 continuing student enrolment for Fall term
- ↳domestic non-Indigenous **1,100**
- ↳Indigenous **255**
- ↳international **1,035**

82% retention rate for two-year programs

78% retention rate for one-year programs

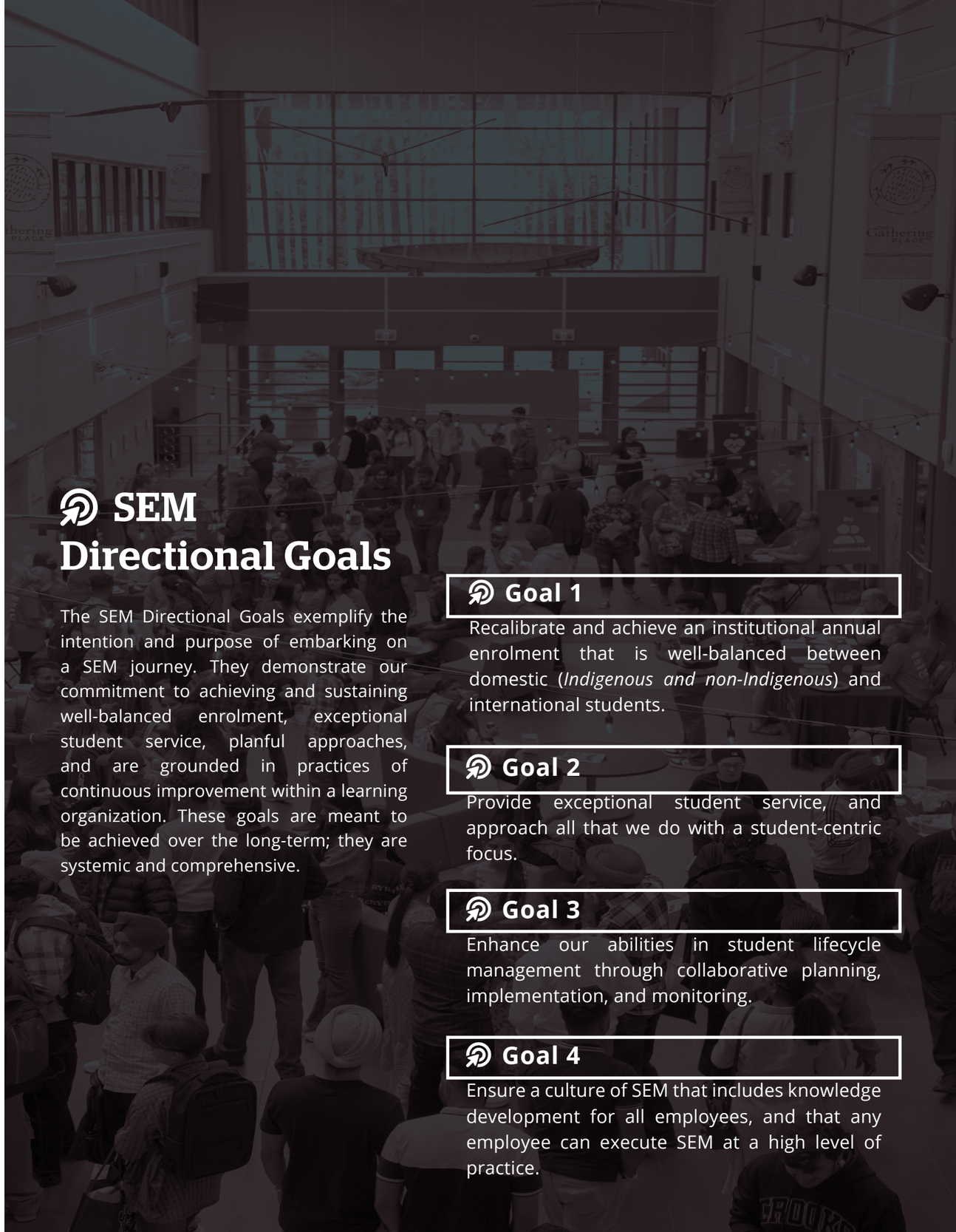
53% credential rate of two-year programs within three years

62% credential rate of one-year programs within two years

1,015 credentials awarded
- ↳domestic non-Indigenous **530**
- ↳Indigenous **140**
- ↳international **345**

26.4K student contact hours in Fall term continuing education skills courses
- ↳domestic non-Indigenous **22.8K**
- ↳Indigenous **3.4K**
- ↳international **115**

Enrolment indicator data sources, reference periods, methodology, and definitions are maintained by the Institutional Research & Enrolment Management office. Enrolment indicators have been rounded to the nearest five and represent academic, developmental, trades, and vocational programs unless otherwise indicated.



SEM Directional Goals

The SEM Directional Goals exemplify the intention and purpose of embarking on a SEM journey. They demonstrate our commitment to achieving and sustaining well-balanced enrolment, exceptional student service, planful approaches, and are grounded in practices of continuous improvement within a learning organization. These goals are meant to be achieved over the long-term; they are systemic and comprehensive.

Goal 1

Recalibrate and achieve an institutional annual enrolment that is well-balanced between domestic (*Indigenous and non-Indigenous*) and international students.

Goal 2

Provide exceptional student service, and approach all that we do with a student-centric focus.

Goal 3

Enhance our abilities in student lifecycle management through collaborative planning, implementation, and monitoring.

Goal 4

Ensure a culture of SEM that includes knowledge development for all employees, and that any employee can execute SEM at a high level of practice.

Enrolment Objectives 2024-28

These enrolment objectives have been established to inform strategies, measure overall progress, guide decision-making, and can be realistically achieved within the timeframe of this plan. A systems perspective using four lenses was used to determine each enrolment objective, this included: (*1*) a clear articulation of institutional aspirations, (*2*) available enrolment intelligence, (*3*) an analysis of institutional capacity, and (*4*) an understanding of internal and external forces.

Objective 1

CNC will increase Fall enrolment by **10%**, from **3,580** students in Fall 2023 to **3,925** students by Fall 2028.

Objective 2

CNC will increase new domestic student enrolment growth rate by **5%** annually, from **735** students in Fall 2023 to 930 students by Fall 2028.

Objective 3

CNC will balance international student enrolment by easing new international student admissions by **13%**, from **1,485** students in Fall 2023 to **1,125** students by Fall 2028. International enrolment will be maintained at **30%** of total new student enrolment.

Objective 4

CNC will increase Indigenous student enrolment as a proportion of domestic students by **2.5%**, from **420** students in Fall 2023 to **630** students by Fall 2028.

Objective 5

CNC will increase continuing education skills courses student contact hours by **53%**, from **26K** in Fall 2023 to **40K** by Fall 2028.

Objectives apply to academic, developmental, trades, and vocational programs except for Objective 5, which is targeted toward continuing education skills courses. All enrolment counts are rounded to the nearest five. Enrolment objectives for spring terms are not explicitly described here but follow a similar trend and progress will be monitored.

Strategic Opportunities

Seven strategic opportunities were identified during the SEP process and will be the focus of implementation to achieve the enrolment objectives and SEM directional goals. Each strategic opportunity is paired with a purpose and several planning imperatives and will be the foundation for SEM annual workplans.

Inquiry and Applicant Cultivation

To maximize opportunities to convert inquiries into applicants and applicants into enrolled new students.

Imperatives:

- Identify gaps and opportunities related to the coordination and integration of holistic outreach with prospective students that will better student engagement and recruitment efforts to yield student enrolment
- Develop a multichannel, audience segmented prospective student communications plan
- Ensure the frequency and nature of touch points with inquiries, applicants, and admits are sufficient to maximize student progression throughout all pre-enrolment stages of the lifecycle
- Orchestrate the campus visit to reflect the small school, student-centred experience at CNC

Student-centred Experience

To ensure that every interaction the college has with students supports their success and progression towards their educational and career goals.

Imperatives:

- Create a student-centred philosophy for CNC that will permeate everything we do
- Define the desired "future state" prospective and current student journey ensuring the experience includes the fundamental elements that foster student progression and success
- Determine roles and responsibilities for implementing "future state" processes and strategies
- Integrate student success into the core business and teaching practices, programs, and services of CNC
- Develop student success training for all employees designed to ensure faculty and staff have the knowledge and tools required to take personal responsibility for student success and progression
- Recommend practical ways to positively impact faculty and staff satisfaction and retention

International Student Diversity

To manage CNC's risks associated with having most international students from one country and enhance the experience of all students by having a more diverse student population.

Imperatives:

- Determine if there are feasible and desirable methods of managing application openings and closings that can be leveraged to balance the flow of international applications by country and program
- Identify marketing and recruitment strategies for increasing the number of international students from countries where we want to target growth
- Determine if agents could/should be incentivized to grow the number of completed applications from countries where we want to target growth. If so, define the incentives and related methodology
- Identify the resource requirement associated with recommended strategies for countries where we want to target growth

SEM Academic

To deliberately plan and coordinate actions and resources that align student enrolment goals with quality, relevant programs, and services.

Imperatives:

- Explore and make recommendations of best practices in classroom design and utilizations with an emphasis on flexible learning spaces, technological needs, and delivery modality
- Examine and assess the current academic program portfolio and identify opportunities for new, expansion of existing, and the sun-setting of programs
- Ensure policy and procedures are developed and renewed to support a vibrant learning environment
- Develop program health key performance measures
- Identify, define, and clarify the delivery modality at the program and course level
- Develop curriculum tracks for all programs
- Explore options of semester length and programming delivery models
- Identify program level learning objectives and institutional level core competency objectives
- Enhance experiences in classroom for effective teaching and learning

Integrated Service Delivery

To provide both transactional and relational services to students that consistently reflect adopted service standards and protocols.

Imperatives:

- Define a CNC service philosophy and underlying service standards and protocols
- Assess existing services to identify gaps and opportunities for improvement
- Consider dimensions of service delivery holistically (*e.g., student communications, one-stop services, virtual services, knowledge management services, contact centre services, website and social media strategy*)
- Develop service training for employees designed to ensure (*1*) the systematic identification and eradication of poor service practices, (*2*) the adoption and application of the established service philosophy and standards, and (*3*) exposure to service best practices

Continuing Education

To maximize opportunities to enrol students in Continuing Education programs across the college region.

Imperatives:

- Identify program opportunities that are in high demand among Continuing Education students, including instructional delivery modalities and location
- Develop audience-tailored recruitment and marketing strategies, including high-level messaging
- Develop cross-marketing strategies intended to present students with both Continuing Education and credentialed options that are aligned with their educational and career goals
- Define the supports needed to ensure Continuing Education student success and retention, along with a path to implementation

Strategic Enrolment Intelligence

To provide the data and research required to inform decisions, targets, strategies, evaluate progress, and adjust as real-time conditions warrant.

Imperatives:

- Develop enrolment indicators, primarily lead metrics, while enhancing existing dashboards by providing insights and showing advancement of enrolment goals and existing lag metrics
- Define the critical research questions and associated metrics that are required to understand and that will impact enrolment throughout the student lifecycle, articulate these into a data strategy map
- Collaborate with the other groups in the SEM organizational framework to identify effectiveness measures associated with each strategic opportunity in the SEM Plan
- Provide user training recommendations



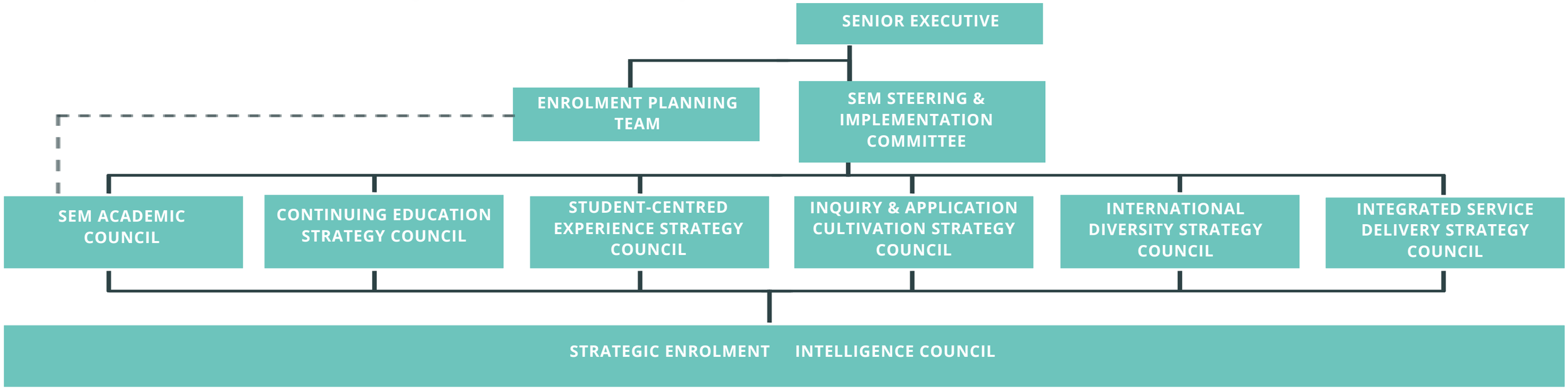
SEM Implementation

CNC is dedicated to achieving and maintaining a balanced enrolment and prioritizing an outstanding student experience through SEM efforts. Future success in reaching enrolment objectives will be dependent on several factors. These include managing both internal and external factors that may or may not be within CNC's control, the effectiveness of our strategies and choosing to prioritize those that have high impact or best return on investment, and the continuation of engaging key internal partners.

A structured oversight is necessary for effective implementation and the SEM Organizational Framework will provide that opportunity to continuously engage, set timelines for strategic opportunities and planning imperatives, and monitor the successes and shift when necessary. Each strategic opportunity council is responsible for its critical path to implementation and embedding the work ahead into departmental plans with those responsible, and to communicate these in annual workplans. The enrolment planning team is responsible for the processes related to enhancing our abilities in student lifecycle management.

The SEM Implementation/Steering Committee will provide the overall direction and approval of annual priorities related to the SEM directional goals with its members acting as sponsors to the strategic opportunity councils.

The planning process is intended to steer CNC towards long-term enrolment success, serving as a dynamic guide—a roadmap for daily operations and strategic decisions. The plan is designed to be adaptable to changing circumstances, emphasizing a comprehensive, data-driven approach to enrolment challenges. Communication of our successes and challenges through regular updates and annual reviews will allow for reflection, continuous improvement, and celebration. We will transform the student experience together.



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