

Nourrir
le savoir
et faire
vibrer
la culture

*(Nurturing knowledge and
invigorating culture)*

COLLÈGE **BORÉAL**,
2020–2025 Strategic Plan



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Collège Boréal 2020–2025 Strategic Plan

1. Foreword

This document presents a brief overview of the key milestones of the process that was followed to develop Collège Boréal's strategic plan for 2020 to 2025. The Board of Governors would of course like to thank all community members and College staff for their support and their contributions to the process and to this document.



2. The strategic planning process

The process that began more than a year ago was a special opportunity for the College to redefine its strategic positioning, deepen its understanding of its ever-changing environment, weigh future possibilities and plot a bold new course of action.

For those purposes, the College undertook an ambitious review of relevant literature, a survey of its clients and staff and a wide range of consultations with various internal and external focus groups throughout its service area.

Over the course of almost 18 months, the College gathered a wealth of information from various groups of students, staff members and representatives of the external community. In January and February 2019, Collège Boréal organized 24 in-person consultation sessions in 11 communities from Hearst to Windsor. In March and April 2019, an online survey was conducted. The College's president also had individual discussions with dozens of community and government leaders. After that, almost all College staff members had the opportunity to comment on the preliminary findings. In total, nearly 1000 participants shared their vision for Collège Boréal's next five years over the course of this process.



3. The environment adapting to ever-changing realities

At the initial stage of its new strategic planning exercise, Collège Boréal completed a scan of its external and internal environments. The aim of the environmental scan was to identify the main issues and factors that could impact the upcoming plan, including the organization's strengths and weaknesses, as well the identified threats and opportunities that are currently part of the external environment.

A research methodology was developed to guide the review of information sources. The first order of business was to delineate the environments and to recognize key environmental components as relevant or impactful for Collège Boréal. Many factors were noted, but the key elements were the minority setting, the economy and the job market, demographics, educational technologies and innovations in higher learning.

We evaluated numerous sources of information, including economic development reports, studies, strategic plans, policies, action plans, electoral platforms, media reports, government press releases, etc. After that, we identified the key factors and conducted SWOT analyses (strengths, weaknesses, opportunities, threats). The results of that analysis helped us to define the issues and set out the main findings and potential impacts on Collège Boréal.



The minority setting

The minority setting is a cornerstone of Collège Boréal's *raison d'être*. Boréal serves the minority Francophone population through its role as a catalyst, an educational hub and a key community development organization. Promotional and information-sharing work with various levels of government is essential to building strong relationships with political decision-makers and strategic alliances with other Francophone groups. Since 2003, federal investments in Official Languages programs have not increased in step with the cost of living. Despite the fact that Francophone post-secondary institutions offer only a small fraction of all programs offered in Canada, student registration numbers show that more and more Francophone students, especially from Northern Ontario, choose English-language programs rather than equivalent programs offered in French. Collège Boréal must also deal with constantly evolving political contexts, in Ontario and in Canada. Many other challenges are related to Collège Boréal's setting, including the institution's size, its vast catchment area and its local competition. All levels of government need to be made aware of Boréal's importance to ensure that the College and other Francophone institutions receive adequate funding.

The economy and the labour market

Collège Boréal must continue to monitor changes in the economy and the labour market. The needs of employers can greatly affect post-secondary programming. Collège Boréal must be ready to respond quickly to technological change and employer demand. Career recycling and upgrading are growing trends. Globalization and the worldwide expansion of the Francosphere mean that the bilingualism of Boréal's graduates is an advantage to be further exploited. Given College Boréal's vast territory, local and regional profiles must be created in order to recognize significant priorities. Regular consultations with employers, partnerships in applied research and opportunities to support and encourage innovation and job creation will be essential, because colleges are especially well positioned to promote innovation and to serve as vectors for economic creativity and productivity.

Demographics

Demographic trends are a key factor for everyone. Ontario's aging population and the slowing growth of the working-age population (age 15 to 64) mean that only half of the labour needs of tomorrow will be filled. Many see Francophone immigration as a promising solution to maintain the population of official language communities.

Collège Boréal serves as a key catalyst for Northern Ontario's smaller, rural and isolated communities. However, its work in this area is countered by the effects of the region's declining population. Major efforts are required to mitigate the impacts of this trend.

For Collège Boréal, the significant increase of the Francophone population in Central and Southwestern Ontario and that population's diversity are important factors to take into account. Collège Boréal must also make efforts to attract and support Francophone immigrants in northern regions of the province, where half of its campuses are located.

International recruitment is a priority for all colleges, given the decrease in the portion of the local population that traditionally pursues a college education, namely the 18 to 25 age group. Collège Boréal could prioritize recruitment and services targeting the non-traditional adult population and groups that are under-represented in the labour market, such as indigenous and Métis people, women, and persons with special needs.

Educational technologies and innovations in higher learning

Transformations and innovations in educational technologies greatly influence the offer of programs in post-secondary institutions. These changes also make it possible to attract new clientele with unique and modern needs. The labour market will stimulate demand for new types of training and new ways of offering training. Collège Boréal would gain by maximizing the flexibility of its training programs and adopting new educational technologies as they arise.

In the future, the influence of employers could greatly diversify the range of acceptable types of qualifications. A non-traditional credential or accreditation, as well as new possibilities for concurrent enrollment, could become the norm. Collège Boréal could adapt to these new realities.



Collège Boréal recognizes the importance of quality and continuous improvement and aims for excellence in the planning, development and delivery of its programs and services. These concepts are an integral part of the College's culture, as well as priorities in our strategic engagement, our academic plans and our action plans. Quality assurance is implicit in our commitment to our students' success and satisfaction.

Since 1998, the Government of Ontario requires that colleges annually collect and submit key performance indicators (KPI) in five areas: student satisfaction, graduate satisfaction, employer satisfaction, employment rate and graduation rate. Collège Boréal has long been the leader in Ontario's college system in terms of KPI results: it is the only college in the province that has achieved the top ranking for at least two of the five indicators 17 times in 20 years. In recent years, Boréal has been the top college for four of the five indicators in 2015-2016 and the top college for three of the five indicators from 2016 to 2018. No other college in the province can boast such achievements.

In 2018-2019, Collège Boréal is the only college that ranks first for two of the five indicators. For the 18th time in 19 years, Boréal has the highest graduation rate in the province. For the fourth time in four years, Boréal also has the highest student satisfaction rate in the province. The percentage of graduates who state that they are satisfied or very satisfied with their college experience is 86.2%, while 93.8% of employers state that they are satisfied (third highest rank in the province) or very satisfied (fifth highest rank in the province) after hiring a Boréal graduate. Students, graduates and employers (92%, 93% and 96% respectively) would recommend Collège Boréal to their friends or other interested persons. Collège Boréal's results for 2018-2019 also exceed the provincial average in each of the five indicators.

These outstanding results and Boréal's strong reputation are proof of the commitment and dedication of our academic and support staff and our management to the quality of the College's programs



and services.

The College fulfils its responsibilities in the areas of quality and accountability by meeting the requirements of the Ministry of Colleges and Universities (MCU), the Ontario College Quality Assurance Service (OCQAS), the Postsecondary Education Quality Assessment Board (PEQAB), the Credentials Validation Service (CVS), as well as professional associations and various other external governing agencies. In addition to rigorously respecting external regulations and requirements, various internal mechanisms are also in place to support the College's ongoing commitment to excellence and continuous improvement, such as program reviews, various customer feedback methods and numerous articulation agreements with universities, to name but a few.

With continuous improvement as the focus of all our endeavours, the College must now strive to address the multiple and complex reasons behind the identity crisis that continues to affect many young Francophones and lead them to pursue their education in English-language institutions. Our goal is to become the college of choice for the Francophone clientele across our entire territory. To remain competitive and at the leading edge of a constantly-changing market, in a context where there are fewer resources and government funding is tightening, the College must also strive to improve its operating efficiency in the short and long term. Finally, as the nature of the strategic mandate agreements between the provincial government and the province's colleges evolve, including new performance indicators which will measure the colleges' impact on their communities and have a more direct impact on college funding, Collège Boréal's 2020-2025 Strategic Plan will need to account for these changes and ensure that it functions in lockstep with this evolving accountability mechanism.



vision, values and strategic outcomes

In the fall of 2018, Collège Boréal's Board of Governors began the College's fifth strategic planning exercise since its founding. The main thrust of the exercise was to review and approve the consultation process and to participate in its own consultations very similar to those held in January and February of 2019 with the broader community. Every five years, the College undertakes a complete review of its mission, vision and strategic orientations.

In October 2019, after a year of consultation and research, the Board of Governors met again in Sudbury to analyze the results of various surveys and consultations and to take note of the strengths, threats, trends and opportunities the College is facing. At that time, the board drafted, vertically, one might say, a new version of its vision, values, strategic planning vectors and overall objectives. Moreover, the board added, horizontally, a new set of parameters which had been put aside in the past, but were now considered relevant: the "structuring elements", namely qualitative directions that serve to guide the actions stemming from the plan. The mission statement was slightly revised and the motto was left unchanged.

Collège Boréal's goal in this strategic planning exercise was to reaffirm its key role as a vector of development for French language postsecondary education and community development in Ontario, for Francophones locally, but also those in other regions. The results of this major effort are presented in the following pages.

Collège Boréal



Values

Values are at the heart of a system of beliefs, norms and qualities that a person or a group of persons recognize as being important. The behaviour of individuals and organizations should support and reflect their values.

EXCELLENCE



HUMANISM



RESPECT



ENGAGEMENT



INTEGRITY



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Mission

Collège Boréal offers quality training and services to a diversified clientele. At the heart of the communities it serves, the College provides leadership to fulfill the potential and ensure the sustainable development of Ontario's Francophone communities.

Vision

Prominent and recognized, Collège Boréal enriches communities through the quality of its training and personalized services.

Motto

« Nourrir le savoir et faire vibrer la culture »
(Nurturing knowledge and invigorating culture)

EXCELLENCE



Collège Boréal pursues excellence by optimizing the deployment of its human, financial and material resources. Its organizational output is improved by strategic thinking and a propensity for practical solutions. Continuous improvement of its programs and services is ensured by managing concurrent priorities, conducting regular evaluations and focusing on relevance.

HUMANISME



Collège Boréal recognizes individuals and fosters their self-realization in a spirit of respect and dignity. Talents, skills and personal differences are not only sources of pride, but catalysts of group strength. Personal interactions within the College express human solidarity and altruism. Work is an opportunity for overall personal growth within a healthy environment.

RESPECT



At Collège Boréal, consideration for others is fundamental. Open minds, a welcoming attitude and personal support allow everyone to be honest and responsible and to pay special attention to the situation and needs of others. The College promotes forthright communication in an environment that supports the integrity of each person's values.

INTEGRITY



Collège Boréal appreciates and fosters honesty and openness, both internally among staff members and with clients, and externally in its relations with the community as a whole. The powers and resources invested in individuals and institutional structures are exercised and applied judiciously and responsibly within a culture of accountability. The College rigorously protects personal information and maintains the confidentiality of data through its human and financial resources management processes.

ENGAGEMENT



Collège Boréal participates in and contributes positively to the groups and communities it serves. As an institution of learning, it not only shares knowledge, but puts it to work. As a Francophone institution in Ontario and Canada, it promotes and disseminates the French language and its many cultures. Students and staff play active roles in their communities personally and professionally. The College is a vector of development for individuals, groups and communities through its contributions, as a leader or a participant.

Areas of strategic focus: directions and priorities

1 ACCESSIBILITY

Programs and services adapted to the needs of students, clients and employers.

1. Programs and services fulfill the needs of students, clients and employers.
2. The added value of learning to work in Canada's both official languages is recognized and promoted.
3. Delivery models are diversified.
4. Student mobility is valued and encouraged as a priority.

2 QUALITY

Excellent programs, services and work environments.

1. Formal partnerships are established with employers in every community served.
2. Students and clients receive standardized services in every location.
3. The organisational culture fosters a healthy and respectful environment.
4. The performance indicators set out in the Strategic Mandate Agreement with the Ministry of Colleges and Universities are achieved every year.

3 VISIBILITY

Recognized prominence and impacts in all communities served.

1. Programs, services and locations are well known in all communities served.
2. National and international markets are understood and developed.
3. Recruitment strategies are varied and adapted to various target markets.
4. The continuum of French language education is strengthened by close and productive relations with schools, school boards, other postsecondary institutions and the network of associations.

FLEXIBILITY AND INNOVATION

Collège Boréal is always attentive to the emerging needs of clients and markets. The College boldly pursues creativity and ingenuity. Whether the aim is to deliver training and services in better ways, develop new offerings or find new and improved ways to serve clients and partners, the College combines and integrates performance, personal skills and technology.

INCLUSION

At Collège Boréal, taking one's place is both a general and a personal goal achieved through respect and personal integrity. In a spirit of pluralism, the College is open to the communities it serves and provides a place for all within the Boréal family. Proud of its diversity in all its forms, the College is a flagship institution in the field of intercultural skills.

SOCIAL RESPONSIBILITY

College Boréal contributes to the creation of equitable, livable and sustainable communities. It recognizes that human societies are part of physical environments and that their economic exploitation has consequences. It strives to maximize the quality of human life, both materially and socially, while preserving species, natural resources and energy resources as much as possible.

FINANCIAL VIABILITY

Collège Boréal is both a public institution and a business. It has the duty to ensure that public funds it receives are used responsibly for their intended purposes and to generate revenues to balance its budgets and invest in the development of its staff and the groups and communities it serves.

Structuring elements

The structuring elements stem from the values. They clarify the values and serve as beacons to guide decision-making and behaviours.