**Strategic Plan Year 2 Progress Report** 2017 – 18



### Acknowledgement of Traditional Territories

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

?Esdilagh (Alexandria) First Nation	Nee Tahi Buhn Band
Cheslatta Carrier Nation	Saik'uz First Nation
Kwadacha Nation	Skin Tyee Nation
Lake Babine Nation	Stellat'en First Nation
Lhtako Dene Nation	Takla Lake First Nation
Lheidli T'enneh First Nation	Tl'azt'en Nation
Lhoosk'uz Dene Nation	Tsay Keh Dene Nation
McLeod Lake Indian Band (Tse'Khene Nation)	Ts'il Kaz Koh (Burns Lake Band)
Nadleh Whut'en	Wet'suwet'en First Nation
Nak'azdli Whut'en	Yekooche First Nation
Nazko First Nation	

It is important to acknowledge the participation of other Aboriginal groups whose contribution and commitment to Aboriginal communities also make the Aboriginal Service Plan a success: Carrier Sekani Tribal Council, PG Nechako Aboriginal Employment & Training Association, Mètis Nation of BC, Prince George Native Friendship Centre, North Cariboo Family Program, Cariboo Chilcotin Aboriginal Training Centre, Tillicum Friendship Centre, and Aboriginal representatives from the University of Northern British Columbia (*UNBC*), the School Districts of Nechako-Lakes (91), Prince George (57), and Quesnel (28).

### **Letter from President**

The CNC board of Governors approved CNC's 2016-2020 Strategic Plan – Promoting Student Success in June 2016. Since then, the Strategic Plan has been established as the road map guiding all that we do at the College of New Caledonia.

With the second year of implementation recently concluding, there has been significant progress made toward the strategic objectives with many successes to share. These successes would not have been possible without the hard work and dedication of CNC departments and campuses. Departments and campuses contributed directly to this year's progress by identifying and implementing initiatives in support of the strategic priorities. This bottom-up approach to planning was new this year. It empowered CNC departments and campuses to take a lead role in the annual planning process, and enabled the strategic priorities to be embedded in all that we do.

There are three years remaining under the current strategic plan and there is much to look forward to at CNC. As we approach the college's 50th anniversary celebration, we are preparing to launch a new website and a new brand identity. The Sonography program will host its first cohort of students in January 2019. The Civil Engineering Technologist program is currently being developed, with the first intake scheduled for September 2020. Students and staff in Vanderhoof will also soon be opening the doors to a new location.

In this report, we aim to celebrate our successes while also being transparent and accountable for the areas that still require attention. I am confident in the direction the college is heading and I am proud of the achievements that we as an institution have accomplished together.

Henry Reiser President

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The College of New Caledonia's mission, as a comprehensive community college, is to provide access to lifelong learning and to facilitate the achievement of educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.



The College of New Caledonia's vision is to deliver programs and services of the highest standard possible to our learners. CNC will be recognized regionally and internationally for implementing effective learning opportunities, which will increase educational access for our learners. Students, employees and communities will share "one experience" of CNC. Our programs will support the development of local, regional and global leaders.

At CNC, our values guide the work that we do and the decisions

### **Values**



#### Respect

that are made.

We respect and value each individual by being inclusive and embracing the diversity of our learners and college communities.

#### Accountability

We are accountable to each other and to the college community for our actions and for achieving our commitments.

#### Integrity

We act with integrity, fulfilling promises and ensuring open, respectful relationships.

#### Transparency

We conduct ourselves in an open, honest, and transparent manner.

#### **Relationships**

We work together to advance CNC in its academic mission and in fostering respectful relationships.

### **Indicator Icons**

For each of CNC's strategic actions, there is a progress indicator icon and a description outlining progress over the last year. The Strategic Plan's goals are longterm five year goals, and it is important to note that not all components of the plan will be focused on each year. There are three years remaining in the current Strategic Plan, during which time the items that have been identified as "Not started" can be prioritized and addressed.

### Department Action Indicator Icons



Total Department Actions (TDA) indicator icons

During the 2017-18 planning year, CNC departments and regional campuses played a significant role in contributing to the achievement of CNC's strategic priorities. Early in the year, each department and campus created an annual plan, which included goals that the department would focus on over the year.

Beside each strategic action within this report, you will find an icon identifying the number of department and campus goals that worked in support of that strategic action.

While this number does not show the proportion of goals that were successful, unsuccessful, or partially completed, it demonstrates the unified focus of all areas of the college working toward CNC's high level and long-term priorities. For the 2018-19 planning year, revised reporting tools that are already in use will allow us to identify and report the proportion of successful department and campus goals for the next Strategic Plan report on progress.

## **Strategic Priorities**

## **1.0 Student Success**

The College of New Caledonia will support and enhance the student experience to enable the engagement and success of our learners.

### 1.1 In collaboration with students, develop a definition of student success to inform college planning.

The Education Council (EdCo), Student Services department and Aboriginal Resource Centre are working to define student success. This definition will help inform a student-centered approach to planning at the college. The development of this definition is being led by EdCo's Student Success ad-hoc committee, which recently shared its current draft of the definition of student success:

Underway and

on schedule

Underway and

on schedule

Student Success is a uniquely individual experience. The goal of the College of New Caledonia is to contribute to the success of our students through the framework for student success by providing quality programs, delivery, and services. Success includes, but is not limited to, the development of an attitude of accountability while working towards holistic development and educational accomplishments.

Continued consultation with students will take place during the coming months before finalizing the definition and sharing it more broadly.

### **1.2 Ensure quality, relevant, and responsive curriculum and programs.**

CNC's Education Plan was developed through a

collaborative partnership between EdCo and the Education Plan Steering Committee. The plan is based on research and feedback gathered through consultation, which consisted of online surveys and focus groups at each campus.

The Education Plan will now be the touchstone for all academic and educational units throughout the College to plan, prioritize and implement projects and initiatives.

### Online Survey Snapshot:



**11 Overall Topics** 





TDA

38

TDA

26

#### **Program and Course Reviews**

EdCo is responsible for upholding academic standards and ensuring programs and courses are up to date and remain relevant. EdCo is comprised of faculty, students, operational staff and educational administrators, including the President of CNC. During the 2017-18 academic year, EdCo reviewed, revised and amended many programs and courses to ensure that the education students receive at CNC is relevant to today's job markets, responsive to our changing environments and of the highest quality. Updating courses and programs also helps to ensure credits earned at CNC are transferable to other post-secondary institutions should students choose to continue their education elsewhere.

The Aboriginal Studies credentials, both the one-year certificate and the two-year associate degree, recently underwent extensive revisions. As a part of the revisions, two new courses were developed and added to the curriculum to provide the opportunity for students within the program, and those in other programs seeking electives, to enhance their understanding of Aboriginal culture, policies and history.

#### 1.3 Increase available educational opportunities for students with creative educational programs and by reducing barriers to access.

Underway and on schedule	TD. 37

CNC is working toward achieving this strategic action by ensuring program offerings are continually expanding and barriers that exist for students are being removed or reduced wherever possible.

The Financial Aid and Awards department helps to reduce the financial barrier to education by making awards and bursaries available to students. Every year, the Financial Aid and Awards department provides in-class information sessions, reviews and improves the online student awards system and supports students with the application process.





CNC is increasing educational opportunities for students with the recent DDI and face-to-face delivery of prerequisites for the practical nursing program in Burns Lake. This was the first time all of these prerequisites were delivered using DDI, which increased the accessibility of the courses and established a qualified student base in Burns Lake, allowing CNC to deliver the Practical Nursing Program in their home community.

1.4 Increase access to quality educational opportunities through a variety of learning delivery methods, including in-person, online, blended, and the real-time, instructor-led Digital Delivery Instruction (DDI).

Underway and TDA on schedule 28

DDI has experienced tremendous growth since its implementation in 2015 and all CNC campuses now have the equipment required to send and receive courses and virtual meetings.





DDI student headcount increased by 66% between 2016-17 fiscal and 2017-18 fiscal. Students who access DDI classrooms from a receiving perspective are typically studying in regional campuses and may not have had the same opportunities of educational access.

### 1.5 Increase partnerships and agreements with community organizations and educational institutions to support student opportunities.

Underway and on schedule TDA 39

Partnerships and agreements with school districts and post-secondary institutions are integral to student success and mobility. In many cases, these agreements allow students who are from the College region to stay in their home communities and access the education they desire.

CNC also has MOUs in place with First Nations in the region, which help to strengthen the working relationships, inform continued work on Indigenizing curriculum, provide community-based programming, and provide safe and affordable family housing. These MOUs are further described in the Aboriginal Education Strategic Direction section (3.0).



Applied Research and Innovation grant revenue received

The number of CNC students employed by research funding **DOUBLED** between 2015-16 and 2017-18

In March 2017, CNC Quesnel took over the Quesnel School District's retail and industry training programs and has expanded course offerings and, with the help of regional business and industry, trained 257 per cent more students in the first quarter of 2018 than the first quarter of 2017. CNC also renewed its successful partnership with the CNC Faculty Association and School District 57 offering dual credits to high school students taking college-level courses.

In 2018, CNC hosted engagement sessions at all six regional campuses for those interested in the future of agriculture business in northern BC.

Through relationships with community, industry and educational partners, CNC works to stay relevant and proactive in addressing industry and community needs.

1.6 Increase student access to international activities such as Study Abroad opportunities, international partnerships with foreign schools, and international project work to encourage the development of global citizens and to support intercultural competencies.

Underway and on schedule

TDA 22

The College of New Caledonia is working towards encouraging the development of global citizens and supporting intercultural competencies.

37% increase in domestic students studying abroad

In the 2017-18 fiscal year, international students accounted for 25% of learners in academic, vocational, developmental and trades and technology programs at the Prince George campus.

CNC continues to expand its offerings of Study Abroad opportunities for Canadian students, which included a field school to Ecuador for those in the Natural Resources and Forest Technology diploma, a



clinical placement in Bangalore, India, for second-year nursing students, and several social work students completing practicums overseas throughout the 2017-18 year. CNC also completed the second year of a three-year iStep project in Shinyanga, Tanzania, delivering Heavy Duty Mechanic training in partnership with College of the Rockies. The training program was officially launched in Shinyanga in February 2018.

In April 2017, the College of New Caledonia, along with Northern Lights College, Northwest Community College and the University of Northern British Columbia, signed a memorandum of understanding to provide guaranteed university admission for qualified international students applying to undergraduate degree programs at UNBC. This memorandum will make it easier for international students to transition from college to university and promotes the outstanding educational opportunities available in northern B.C.

### 1.7 Increase the number of articulation agreements with post-secondary institutions provincially, nationally and internationally to enhance transferability and expand student options for further education.

The BC Transfer Guide lists all courses and programs where transfer (articulation) agreements have been established between educational institutions. These agreements help to increase student mobility by allowing students to receive credit at one institutions for courses taken at another. Articulation agreements include active sending agreements and active receiving agreements listed on the BC Transfer Guide webpage.



TDA

13

Underway and

on schedule

### **2.0 Culture of Service**

The College of New Caledonia will provide quality service and an excellent experience for students, Aboriginal communities, employers, industry groups, employees and all stakeholders engaging with CNC.

2.1 Establish a standard of customer service that will be used across the college when interacting with students, colleagues, and external customers.

Many CNC departments have initiatives underway to maintain and improve the customer service standards it provides to students, employees and the community. CNC will look to these initiatives to understand how best to establish a comprehensive college-wide service standard.

Under the direction of the Aboriginal Education Director, Aboriginal Resource Centre staff piloted cultural sensitivity training to 15 staff members from Student Services. The training was well received and is intended to be offered more broadly in the 2018-19 year.

2.2 Provide quality integrated, user-focused and efficient services aligned with student needs and enhance services to students by increasing online access.

Underway and behind schedule

Not started

7DA 36

TDA

Service Improvements Completed	Service Improvements Underway
<ul> <li>Online course registration system established at all Campuses</li> <li>Online Payment system with Paypal</li> </ul>	<ul> <li>Website redesign</li> <li>Online applications for admission at all campuses</li> <li>Online applications for admissions available for all programs</li> <li>Online course registration for all programs (Trades &amp;Technologies and C&amp;CE included)</li> <li>Launch course scheduling system at all campuses</li> <li>Launch online event planning and room booking forms</li> <li>WiFi upgrades in Residence</li> <li>Migrate all CNC users to Microsoft 365 email and applications</li> </ul>

### 2.3 Ensure future renovations to college campuses maximize accessibility for all users to create inclusive, diverse, and welcoming campuses.

Underway and behind schedule

TDA 21

The Burns Lake campus student lounge was refurbished and upgraded in May 2017 to create a more comfortable and welcoming space. New furniture and a specialized study area were included in the

refurbishment and the student and community response has been very positive.

The College of New Caledonia received a funding approval for the \$2.6 million Aboriginal housing building at CNC's Prince George campus. The new student housing facility will offer culturally supportive housing and improve access to post-secondary education and training for Aboriginal students. This housing will also support the transition as these students move from remote northern communities to Prince George.

## 2.4 Develop an internal process for receiving feedback to support continuous service improvements.

Not started TDA 39

The development of an internal process for collecting feedback to support continuous service improvements at CNC has not yet begun.

### **3.0 Aboriginal Education**

The College of New Caledonia will work in collaboration with Aboriginal communities to incorporate Aboriginal cultures throughout CNC campuses and programing.

## 3.1 Support Aboriginal students to participate, complete, and be successful in CNC courses and programs.

The College of New Caledonia's Quesnel campus dedicated a new, on-campus Aboriginal space to provide a welcoming and culturally safe environment for Aboriginal learners. The room's Carrier name is Koo hoonzoo 'et hots'dul'eh, which means "It's a beautiful place; we are learning."

Pass rate for domestic, international and Aboriginal students\* \*Pass rates from academic, vocational and developmental courses. Measured by academic year, does not include intersession.

Underway and

on schedule



### 3.2 Incorporate more Aboriginal culture, history, teachings, and knowledge in CNC courses, programs and on campus to enrich all student experience.

Throughout the 2017-18 year, CNC's Director of Aboriginal Education and Aboriginal Studies faculty participated in the BCcampus Indigenization Project. This provincial collaboration focused on developing appropriate tools and resources to support B.C. post-secondary institutions in their efforts to Indigenize B.C.'s campuses and curriculum. The tools and resources developed have recently been launched and an implementation plan will be developed to ensure they are made available and in use for the 2018-19 academic year.

Underway and behind schedule TDA

TDA

36

The Human Rights Tribunal's Special Program allows CNC to recognize Aboriginal ancestry as a bona fide employment qualification. Through this program, Aboriginal ancestry can be identified as a required employment qualification, or as a preferred employment qualification. Between 2016 and 2017, the number of restricted positions requiring Aboriginal ancestry increased from 4 positions to 11.

3.3 In consultation with Aboriginal Advisory Committees and the Yinka Dene Council, develop an Aboriginal Strategic Plan to complement CNC's Strategic and Education Plans, and the Ministry of Advanced Education's Aboriginal Policy framework.

The Centre for Teaching and Learning facilitated Aboriginal Strategic Plan focus groups to ensure the plan is developed in consultation with the communities CNC serves. Six focus groups were held in Cheslatta, Nadleh, Nak'azdli, Saik'uz, Prince George and Quesnel.

## 3.4 Build relationships with and be accountable to Aboriginal communities for educational goals.

Underway and on schedule

Underway and

behind schedule

The College is actively seeking to solidify MOUs with the 21 Aboriginal communities in the region. The first MOU was signed in February 2017 with Saik'uz. On National Aboriginal Day, June 21, 2017, CNC signed an historic MOU with the Lheidli T'enneh First Nation called, "We Learn Together." The intention of the agreement is to strengthen the relationship between both parties and help inform continued work on Indigenizing curriculum and student services at CNC. CNC signed an MOU with the Cheslatta Carrier Nation during the grand opening of the community's new Education Centre in March 2018. The College strengthened its relationship with the Aboriginal Housing Society of Prince George (AHSPG) with the signing of a MOU on April 17, 2018. This MOU recognized the work CNC and AHSPG have undertaken to establish and promote a collaborative working relationship to provide family housing that is safe and affordable.

Following the MOU established with the Lheidli T'enneh First Nation, the First Nation's flag was raised for the first time at CNC's Prince George campus.



TDA 14



The Lheidli T'enneh flag represents the strength and resilience of the Nation. The eagle embodies the safeguarding of Lheidli T'enneh territories. The two salmon at its sides represent the nourishment the Nation receives from the lands and rivers as well as the safeguarding of the harmonious relationship of man and woman for future generations. The alevin salmon represent the Lheidli T'enneh People as the 'Keepers of Salmon,' safeguarded in the eagle's talons for future generations. **"Students will know the importance of our history and the contributions made by the Lheidli T'enneh People and our journey moving together as they walk through these doors,"** said Lheidli T'enneh Councillor Dolleen Logan.

### 4.0 Organizational Culture

The College of New Caledonia recognizes that employees are the building blocks of a successful and thriving college, and will work to create a valuebased organizational culture.

### 4.1 Encourage a culture of accountability and lead by example.

The College of New Caledonia values the contribution of its employees working to achieve the mission, vision and values of the organization. The College has a Performance and Development Plan (PDP) for administrative staff that provides a process for employee planning and reviews on an annual basis, setting the foundation for achieving and acknowledging excellence.

The PDP process has been formalized during the 2018-19 year as part of the annual department and strategic planning process. PDP completion rates will be calculated and shared next year.

Managers of all new operational employees are required to complete performance reviews once the employee has been at CNC for one year.



### 96% of CNC departments and campuses completed annual plans during the 2017-18 planning year

### 4.2 Promote team building, employee engagement, and a workplace design that supports employee success.

Underway and behind schedule



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The College worked with BC Stats on an Employee Engagement Survey, which was circulated to CNC employees in March 2018. The survey had a 68 per cent response rate and covered 11 topic areas. Results collected from the survey were informative and the CNC community has been briefed on results. The CNC Executive team plans to move forward with the "making the most of the results" recommendations described in the report.

### Employee engagement survey had a 68% response rate

### 4.3 Acknowledge and celebrate the achievements of our employees.

The Human Resources department organizes an annual service recognition event to recognize and

celebrate long-standing employees and recent retirees. This event will continue to be a priority and the College will establish new/additional ways to recognize the achievements of employees outside of the annual event.

### 4.4 Increase employee satisfaction.

Employee engagement was measured using three characteristics:

Job Satisfaction – measured by the employees' sense of personal satisfaction with their jobs

**Department Satisfaction** – measured by employees' sense of satisfaction with their immediate work group or service area in which they work

**College commitment** – assesses the extent to which employees would recommend their college as a great place to work and choose to stay.

The combination of all three characteristics measures overall engagement, which received a score of 71 out of 100.

As mentioned in section 4.2, the CNC Executive Team is committed to further exploring the survey topics with low average scores and is taking steps to improve results in these areas. There were also some noteworthy results included in the survey report and the Executive team will look to build on our strengths and celebrate these successes.

### 4.5 Improve professional development opportunities

Training funds and professional development (PD) hours are available for operational and administrative employees. Faculty have access to a separate professional development fund as outlined in their collective agreement. Generally, these funds can be used toward tuition, registration and conference fees, examination fees and the cost of books.

Employees are also able to take advantage of tuition exemption when they enrol in courses offered by CNC. These courses can be related to their current or potential future job duties, or courses purely out of personal interest. During the department planning sessions, it became clear that there is a lack of awareness and communication relating to professional development and training funds available for CNC employees. The Human Resources department is taking steps to promote the funding available and increase the number of individuals who are accessing the funding.

**Underway and** 

behind schedule

Underway and behind schedule

Underway and

behind schedule

TDA

TDA 27





Professional development funds used during the **2017-18** fiscal year

Joint PD funds: **\$69,500** Administrative PD funds: **\$15,381** 

Faculty PD funds: **\$262,777** 

## 4.6 Develop and implement initiatives to enhance team and departmental effectiveness.

Underway and behind schedule

7DA 60

In the fall of 2017, CNC established the Process Management Initiative (PMI), which focusses on the review and development of improved interdepartmental processes for the college.

The PMI supports the creation of standardized practices and guidelines for CNC employees, with a collaborative approach to defining our work. A working group composed of members from a variety of departments was established to serve as a reviewing and approving body and to ensure the processes developed fit within the CNC context.

Progress on the PMI project throughout the last year has been delayed from the original timeline, but continues to move forward. CNC remains committed to the project and is working toward completing the following processes:

- Procure to Pay Completed April 2018
- Event Planning and Room Booking In progress
- Incident Reporting In progress

### **5.0 Community Engagement**

The College of New Caledonia will engage with students, Aboriginal communities, employers, industry groups, employees, and others to ensure those connected to the college are engaged on and informed of changes, developments, and new directions.

5.1 Implement an effective communications and engagement plan to strengthen relationships with students, businesses, industry, school districts, Aboriginal communities, and community organizations.

Underway and on schedule



The Characterizing CNC project kicked off in February 2018 when the College brought Vancouverbased design agency Will on board to help CNC discover and create a new brand identity. Shortly after, Resolution Interactive Media (Res.im) was hired to work with CNC on developing a new website. What followed was an extensive consultation process to ensure adequate representation across campuses and user groups was present in the project.

The creative and campaign phases of the identity project are well underway and CNC's new brand is truly coming to life. The website has also moved into the development and design stage of the restructure and is currently in the testing phase. The new brand and website are anticipated to launch in March 2019.

Last year, CNC's recruiters began an audit of all the College's current recruitment efforts. This audit started with engagement from the community campuses and has since expanded to include specific program areas. The results of this audit will guide an overarching recruitment plan for CNC, which takes into consideration unique audiences, locations and program delivery methods.

#### 5.2 Expand community involvement by engaging a broader base of community members in college activities.

Underway and behind schedule TDA 56

The Characterizing CNC project is unifying the College through the consultation, communication and digitization of CNC's new visual identity. The project could not be successful without the participation of the entire college community. To achieve this, engagement has remained central to the project.



#### 5.3 Offer face-to-face meetings for students, employees, and citizens to create an opportunity for dialogue and two-way communication with CNC Executive.

Underway and behind schedule



Each year, CNC hosts an employee coffee get together. What began as a "campus kickoff" event in August has since expanded to include October, December and April. Though the event brings coworkers together over coffee and a snack, it is also an opportunity for members of CNC's administration to address employees face-to-face.

CNC has not established a regularly occurring meeting schedule for the CNC community to connect with the CNC Executive team. Plans for this are underway.

CNC employees, students, and community members were given the opportunity to participate in the annual public budget consultation session in January of 2018. This marked the first time all six campuses were connected through DDI for public budget input, which allowed a broader group of communities and individuals to form a unified public budget session.

### 5.4 Increase awareness of the college within the region by developing an integrated communications approach, utilizing timely and creative channels.



Media coverage of CNC continues to increase yearly. This coverage includes earned media, which is the result of internal efforts such as press releases, as well coverage originating from external sources, such as a call from a journalist pursuing a story.

To measure engagement, CNC uses an application called Meltwater, which collects all media coverage about CNC posted to the Internet.

The significant increase of coverage from 2016-17 to 2017-18 could be attributed to the multiple daily mentions of CNC in media coverage of the B.C. Wildfires. The media coverage since April 1, 2018, however, is 667 articles as of October 4 and is on track to reaching last year's number.

The Communications department began using Mailchimp for the internal CNC Connection newsletter in September 2017. This communications platform allows for the





Twitter	2015-16	2016-17	2017-18
Tweets	25	25	102
Average engagements per tweet	6	11	102

Post engagement is a very important component when measuring social media because it is the point when a user has interacted with a post, be it a like, share or retweet. CNC's post engagement has increased significantly for both Twitter and Facebook. This is the result of an increased social presence and the creation of high-quality posts relevant to CNC's audiences.

CNC has experienced a steady increase of traffic on its website throughout the last three fiscal cycles.

# 5.5 Build relationships with and be accountable to communities for educational goals.

CNC's website had 84,406 international views during the 2017-2018 fiscal year





, TDA 23

In November 2017, CNC kicked off its community engagement tour with a presentation to the municipal council in Burns Lake. The community engagement presentations included an overview of CNC with a focus on campus-specific student success stories, community partnerships as well as new programs and campus developments. It was also a chance for council to ask questions and present their thoughts on their educational needs of the community. Throughout its first year, CNC administration and regional principals also presented to Quesnel, Prince George and Vanderhoof municipal councils.

The second year of the community engagement tour begins in November with the intention to continue working with First Nations and Aboriginal partners, and present to Burns Lake, Fort St. James, Mackenzie, Prince George, Quesnel and Vanderhoof municipal councils.



