



# CNC International Framework 2023-2028

*Plan Update as of May 2024*



# Project Timeline

Sept 2023 - May 2024

## September 2023

Officially launched on September 27th, 2023, the CNC International Plan was one year in the making. This planning involved research, community engagement and consultation, as well as writing, revisions, and editing. The final product produced an overarching future state comprised of:

**A vibrant learning environment**

**A diverse community of learners**

**A lasting and positive impact in communities**

The four over-arching goals to achieve the desired future state:

### Goal 1:

Manage Marketing, Recruitment, and Enrolment Planning

### Goal 2:

Deliver an Integrated and Inclusive Student Experience

### Goal 3:

Create a Vibrant and Diverse Learning Environment

### Goal 4:

Build Collaborative and Beneficial Partnerships

## May 2024

The following is a result of the work completed between September 2023 and May 2024.

# Goal One

## *Manage Marketing, Recruitment, and Enrolment Planning*

### Objectives

#### 1.1 **Enrolment Planning:**

Embed international enrolment planning within CNC's strategic enrolment management process.

#### 1.2 **Student Recruitment:**

Develop and implement a marketing and recruitment plan in support of international enrolment targets.

#### 1.3 **Responsive Admissions:**

Identify and mitigate barriers to international student admission and enrolment.

#### 1.4 **Enhanced Technology:**

Coordinate and automate marketing, recruitment, and enrolment processes where possible.

# Goal One

## *Manage Marketing, Recruitment, and Enrolment Planning*

### **Objective 1.1: Enrolment Planning**

#### Progress Report



International enrolment work is integrated and aligned with CNC's overall strategic enrolment management process. Providing context, data, analytics, and setting targets has begun in collaboration with CNC's enrolment planning team (EPT+) comprised of Vice Presidents, Deans, Directors, and leaders among the departments of Institutional Research and Enrolment Management and Finance.

International enrolment planning is a key component of CNC's Enrolment Planning Timeline which includes improved processes and tools for setting annual enrolment goals, program admit capacities, monitoring and reviewing of capacities to applications and registrations.



The Provincial Attestation Letter (PAL) process has now been finalized and CNC has received CNC's PAL allotment for 2024/25. The new PAL process and allotment has enabled CNC to move forward with reduced, but still substantial intakes of International students in the fall and spring 2024/25 terms.

Looking ahead, this process will be second nature and involve the input of a variety of internal stakeholders.



CNC's Enrolment Timeline for 2024 is attached to this document.

An application framework for international applicants was drafted to pilot the International Spring 2025 Admission Cycle. The application framework will enable CNC Admissions to admit students that fulfill international diversity initiatives and goals.



# Goal One

## *Manage Marketing, Recruitment, and Enrolment Planning*

### **Objective 1.2: Student Recruitment**

#### Progress Report

In-depth market research was conducted in Spring 2023 which provided CNC International with a list of specific target markets where CNC is focusing international recruitment efforts for 2024/25.



A collaborative recruitment plan for 2023/24 was written in partnership with domestic recruitment. The plan contains specific goals, objectives, and tactics.

In-country representatives (ICRs) for East and West Africa, along with Vietnam, have been trained and on-boarded. This work included an overview of programs, admissions requirements, advantages of choosing CNC, and information on our community. The new ICRs were also shown how to use the agent portal to access our marketing materials. Along with our representative in India, ICRs represent CNC at in-person and virtual recruitment events in their regions, work with our agency partners, and receive regular support from our International staff.



In collaboration with Communications, an annual marketing work plan has been created to include website updates, an updated international viewbook, updates to the agent portal and the creation of a new digital marketing platform in partnership with IDP Connect.

Incoming student inquiries are now funneled to the International department with personalized responses; in addition, prospective international student contact information is added to the Future Students Newsletter.



# Goal Two

*Deliver an Integrated and Inclusive Student Experience*

## Objectives

### 2.1 **Holistic Supports:**

Offer robust, relevant, and coordinated services and supports to international students.

### 2.2 **Service Culture:**

Support development of CNC's student-centered experience model and culture.

### 2.3 **Student Success:**

Support international student readiness and success.

### 2.4 **Student Life:**

Encourage international students to participate in College and community activities.

# Goal Two

*Deliver an Integrated and Inclusive Student Experience*

## Objective 2.1: Holistic Supports

Progress Report



In offering robust, relevant, and coordinated services and supports for international students, the implementation team has worked with Student Services to map the International Student Journey, noting all touch points and services for both domestic and international students. It is exciting to see all the areas of support that CNC offers all its students which include:

- Pre-arrival webinars
- Social Insurance Number (SIN) clinics
- Study permit and work permit workshops
- Peer Mentoring
- International student financial aid support
- Emergency funding
- On-line supports and orientation
- Reflection / prayer room
- Introduction to Indigenous culture
- Meet faculty
- Career resources
- Volunteer opportunities

CNC international students engaged in the nationwide CBIE International Student Survey with a 20% response rate. We are now ready to begin charting a needs assessment based on the overall results of the survey. High level feedback from CBIE states that there were 32,000 participants across 79 institutions who took the survey and general feedback country-wide indicates that there is work to be done relating to student satisfaction. We await specific data for CNC and how it is benchmarked against similar institutions across Canada, in the coming weeks.



# Goal Three

*Create a Vibrant and Diverse Learning Environment*

## Objectives

### 3.1 **Cultural Competence:**

Provide faculty, staff, and students with cultural awareness supports and training.

### 3.2 **Learning Environment:**

Incorporate International perspectives in program and course outcomes; curriculum development; and teaching, learning, and assessment practices (where possible).

### 3.3 **Programming:**

Offer relevant programming that appeals to international students and meets CNC regional labour market and community needs.



# Goal Three

## *Create a Vibrant and Diverse Learning Environment*

### **Objective 3.1: Cultural Competency**

#### Progress Report

Apart from a successful launch of the International Plan with over 200 people in attendance, promoting the benefits of international students and internationalization is key. A common definition of internationalization was determined, and a variety of brainstormed initiatives was created, to be presented at an upcoming SELC meeting. The list includes such internationalization activities as a forum for international students to tell of their experience, cultural awareness workshops, the creation and celebration of communities of practice, international festivals, a Living Library, global classroom initiatives, interactive cultural exhibits and events. The addition of the new Dean of the Center for Teaching and Learning is a great enhancement to the committee.



During March 2024's SEM Cafes, CNC staff and faculty discussed the value of internationalization on our campuses, and key messages from CNC's President have reiterated the importance of international students to our college community.

Monthly sessions for international students called, "Coffee with the Director and Associate Director, International" have resulted in Senior Executive Team participation hearing from students about their impressions of CNC. Looking ahead, this venture will expand to include a variety of leaders at CNC to interact with students.



# Goal Four

*Build Collaborative and Beneficial Partnerships*

## Objectives

### 4.1 **Agent Management:**

Proactively manage protocols, expectations, processes, targets, accountabilities, and performance measures for agents and in-country representatives.

### 4.2 **International Partnerships:**

Implement and monitor frameworks focused on developing and maintaining relevant, sustainable, and value-added International partnerships.

### 4.3 **Regional and Local Partnerships:**

Cultivate cross-departmental, local, and regional relationships to help students integrate into the community.

### 4.4 **Alumni:**

Support international students in their transition to the workplace and build an international alumni network.

# Goal Four

## *Build Collaborative and Beneficial Partnerships*

### **Objective 4.1: Agent Management**

#### Progress Report

The development of the agent management dashboard, which is a data tracking system. International staff use the dashboard to track agent performance, including:

- Number of applications received
- Application conversion rates
- Student retention and persistence rates



Agent contract renewal process for the 2024-26 contract cycle is now complete, and all contracts include:

- Requirement to complete ICEF's CCEA (Canada Course for Education Agents) training program
- Performance targets based on CNC's overall international enrolment management strategy
- Targets focus on increasing applications from key markets and strengthening student diversity



International staff maintain regular contact with all our agency partners via the agent newsletter, e-mails and video-conferencing.



Content for the agent portal on the CNC website has been updated, including:

- A digital version of the 2024/25 viewbook
- Updated fees sheets
- Social media posts
- Print-ready versions of CNC marketing materials



The Agent Management Framework will be further revised in Spring 2024; this will include goals and objectives for the 2024-2026 agent contract cycle.



# Goal Four

## *Build Collaborative and Beneficial Partnerships*

### **Objective 4.2: International Partnerships and Projects**

#### Progress Report



Important work is now underway to rejuvenate CNC's international partnerships and projects efforts. CNC will hire an International Partnerships and Projects Planner, a role to oversee all aspects of existing MOUs with partners from around the world and develop a student mobility framework.

Further study and considerations are underway into CNC's membership in UMAP (University Mobility in Asia and the Pacific) a "consortium of higher education institutions and partners collaborating to increase opportunities for study abroad [...] through a variety of short and long-term in-person and virtual exchange programs" as well as Collaborative Online International Learning (COIL) experiences. CNC's active participation in UMAP had been halted due to the pandemic however, new connections have been made.

