

College of New Caledonia President Search Community Consultation Summary – Key Themes

Overview

- CNC is a critical and long-standing pillar of Northern BC; it's viability must be sustained
- CNC transforms students' lives; CNC makes a deep and positive difference in its communities and their people
- CNC is a respected institution that serves a vital function in the region, fulfilling its mandate as an access-based, community-centred college
- There is a significant opportunity to raise CNC's profile as the 50th anniversary approaches, and the new brand is launched
- Students should be the focus of all decision-making

Community(s)

- The President needs to be the "face" of the College, and part of its communities in meaningful ways – this includes participation in local events and organizations, but also proactively partnering with municipalities, other post-secondary institutions, school districts, industry, etc.
- The President should be a visible presence in CNC's communities
- The President should continue to build relations with industry to assist in shaping future program offerings and build pathways for student placements
- The President should live in community and not be seen to be commuting; it is important to ensure the President is recognizable and a leader in CNC communities
- The population is declining in Northern BC and the President must work to ensure CNC is connected to domestic student streams
- There is a significant opportunity to pursue cooperative education

Internal Matters

Recruitment / Retention

- It is challenging to recruit to CNC's northern locations – there are often vacancies for positions at all levels
- A comprehensive recruitment and retention strategy is needed
- Clear accountability should be maintained, and proper support and development should be offered to new managers

International Students and Initiatives

- Need a clear internationalization strategy
- International students are sometimes not prepared, and have limited English skills; CNC must support international students' needs, and balance domestic and international students' expectations / needs
- Diversification of the international student population will mitigate associated risks
- Energy has been spent abroad pursuing international partnerships; while valuable, these should not be pursued at the expense of CNC's northern BC communities

Union Relations

- Relations between administration and both CNC unions have been strained
- There is an opportunity for a “reset” of the relationships with a “bridge building” approach from a new President
- Unions and administration should move forward together

Continuity / Operations

- Ensure progress made by departing President, especially financial sustainability, is maintained
- Maintaining budget stability in an era of unpredictable provincial funding is key
- Ensure College systems and processes are current and keep pace with institutional growth and post-secondary best-practices

Regional Campuses

- Work toward better cohesion of campuses; continue working toward the “One College” model
- Ensure that regional voices are heard, and that regional campuses are directly involved in decision-making to ensure decisions, programming and scheduling, for example, make sense to the needs of local communities and their unique cultures
- The President needs to be an authentic presence at the regional campuses

Indigenous Learners

- Deepen partnerships with and increase offerings for Aboriginal communities, particularly underserved populations
- Continue Indigenization, decolonization and reconciliation efforts with Aboriginal populations, as well as broader diversity and inclusion initiatives
- Foster relations with Aboriginal stakeholders to include Indigenous Knowledge and worldviews to engage and empower Indigenous learners; engage with First Nations
- CNC has become a more Indigenous-friendly campus over the last few years and should continue on this path

President Leadership Style

- The President should be the constructive face of CNC, creating positive solutions to problems; the President should be an outgoing, friendly, accessible personality
- The President should be an inspirational, open, visionary, passionate, and transformative leader with strong communication and social skills, the ability to listen empathetically; they should be good at public speaking, with a high degree of self-awareness and the ability to adapt to their style and message to the audience at hand
- The President should make fact-based decisions and be decisive when appropriate
- The President must be a moral leader who is trustworthy, accountable, high-integrity
- Political – the President needs to form the right alliances to maximize influence
- The President should build a culture of trust and respect by being consultative and respectful, and as transparent and direct as possible