

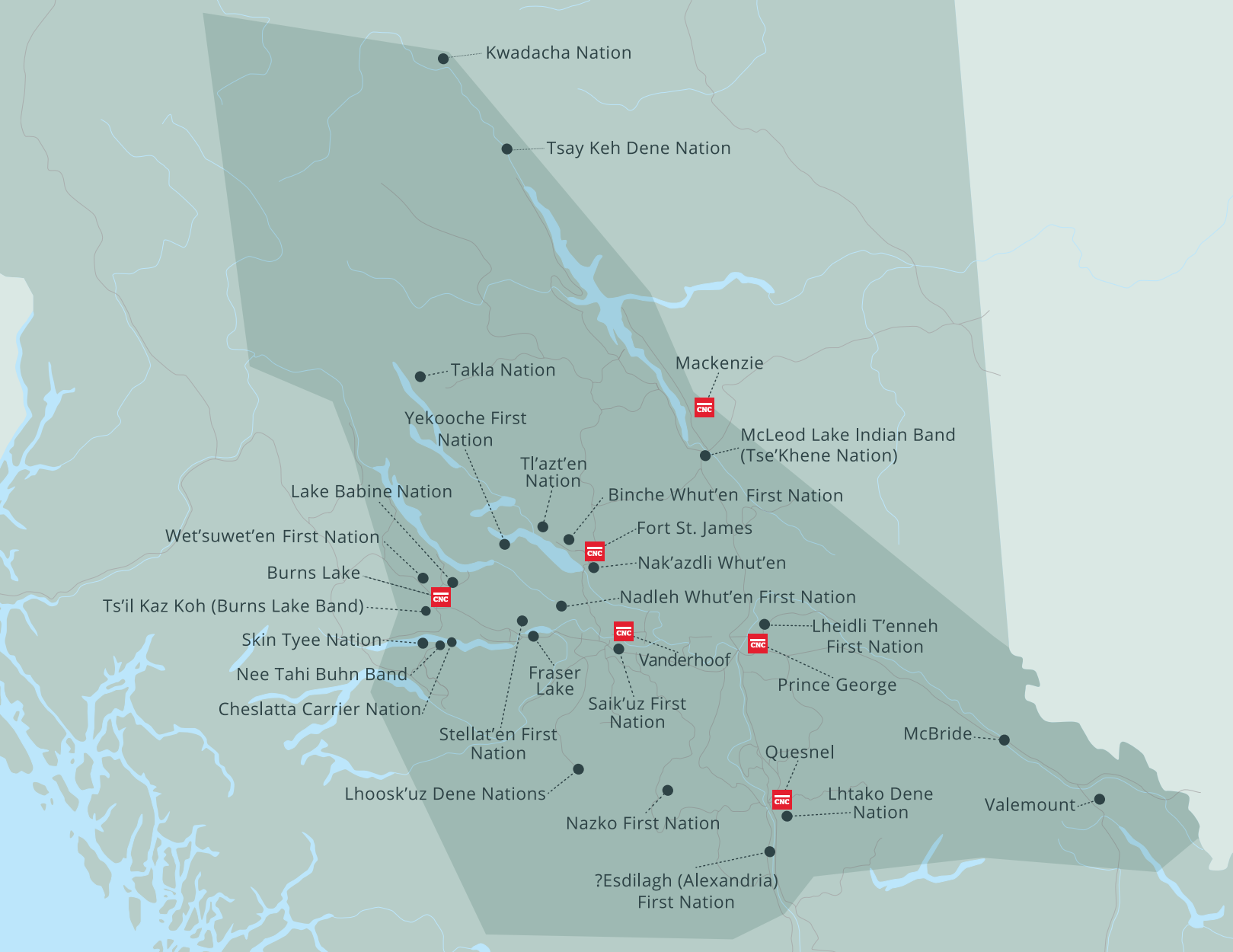


International Plan

2023 - 2028



College of
New Caledonia



Acknowledgement of First Nations and Aboriginal Partners

The College of New Caledonia is honoured to work with the Aboriginal people in this region, inclusive of the First Nations, Métis, and Inuit peoples. CNC's six campuses sit on First Nations' territory, providing programs and services to 22 First Nations communities within our catchment region. We acknowledge the graciousness of the First Nations peoples in welcoming those who are seeking knowledge on their traditional unceded territories.

It is also important to acknowledge the participation of other Indigenous groups whose participation on Aboriginal Advisory Committees and the Yinka Dene Council contribute to the success of Aboriginal Education at CNC: Carrier Sekani Tribal Council, PG Nechako Aboriginal Employment & Training Association (PGNAETA), Métis 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 as well as the School Districts of Nechako-Lakes (91), Prince George (57), and Quesnel (28).

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Message from the Vice President, Student Affairs

On behalf of CNC Executive, I am very pleased to present the first International Plan for the College of New Caledonia.

Over the years, international enrolment and internationalization have become an integral part of our campus communities. We have had many students learn and grow at CNC, adding to the wonderful diversity of our region where these graduates eventually become Canadian citizens and contributors to our society.

Our commitment to student success is a core foundation of the International Plan. This includes enrolment management practices; academic & student supports; community engagement, and partnerships. While this plan was under development, many interviews, focus groups, surveys & discussions took place with prospective & current students; staff & faculty; members of our community, and other post-secondary participants to assist us in shaping the future of international at CNC.

As a result, the following four comprehensive and inclusive goals have been developed:

Goal 1: Coordinate Marketing, Recruitment, and Enrolment Efforts

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

Included with the plan is a detailed work plan, essentially a blueprint for the College to meet its goals and objectives. An implementation team has been assembled with representatives from Academics, Student Services, International, Office of the Registrar, Finance, and Marketing and Communications - these are the leaders who worked collaboratively with consultants during the development stage.

I thank all who have been involved to date, as well as those who will be involved in the future with implementation and ongoing practice of the recommendations in this plan.

Shelley Carter-Rose, VP Student Affairs



Message from the Director, International

After more than a year-long endeavor including research, consultations, strategic thinking, and planning, CNC's International Plan is complete and ready to share.

CNC's international students make an impact locally, regionally, nationally, and internationally, holding true to CNC's vision

"Learning Together, Changing Lives, Creating Futures".

The four goals highlighted in the detailed framework of this plan indicate CNC's commitment to a desired future state for our international students. We are committed to the students' learning journeys, from the first point of contact through application, registration & study to graduation & active alumni status. CNC staff work collaboratively to make the student experience vibrant, rewarding, and lasting.

The International Plan is one of many plans and aspirations that CNC has for the future; it is clear that it is a vital part of the ecosystem of what makes the College of New Caledonia a great place to learn.



Pamela McInroy, Director International



Welcome

There is a long history of international activity at CNC, and it is a history of which we are very proud. Since the 2000-2001 academic year, 3,218 international students have graduated from CNC programs with a total of 3,730 credentials awarded among them. Many international students have chosen to stay in BC, enriching our communities with their diverse perspectives and skills. Between 2017-2021, approximately 61 per cent of former international students responded that they were still in northern BC one year after finishing their program at CNC¹.

The benefits of internationalization are many. A rich mix of perspectives and cultures enhance the learning environment for everyone at CNC and helps our students grow as global citizens. In the future, BC will depend on immigration to fuel our labour market needs and it is CNC's job to educate and train that skilled workforce for our region. Welcoming international students allows us to meet that mandate and to introduce students from across the world to this wonderful region we call home in the hope that they too will settle here and contribute their talents to Northern BC.

CNC's international student enrolment decreased during the COVID 19 pandemic. While COVID put pressure on student enrolment, it also gave us time to pause, assess, and reflect on how we wanted to move forward with international at CNC. In the past, international student enrolment had been challenging, which created the need to proactively plan for sustainable enrolment targets and student supports. This international plan is a result of that assessment.

This five-year plan focuses on four goals:

- **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

These goals will help CNC to strategically manage enrolment with a better balance between domestic and international student numbers; partner to ethically recruit students from a wider range of source countries; diversify the range of programs open to international students; support student persistence and success; improve the student experience and international student integration; offer relevant programming that appeals to international students and meets regional labour market and community needs; and involve everyone at CNC in the international effort.

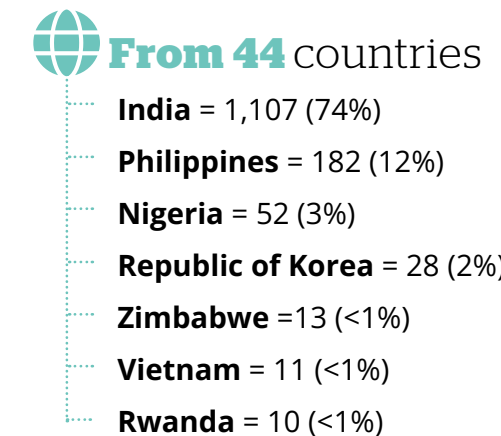
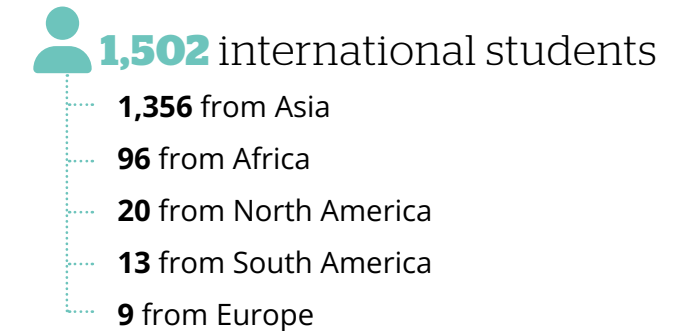
CNC welcomed over 1,500 international students from more than 40 countries in the 2022-23 academic year. This plan will help us serve them and the international students of the future as well.

¹ BC Stats. (2021). Diploma, associate degree, and certificate summary of survey results 2017 to 2021. BC Student Outcomes.



International at CNC²

In the 2022-23 Academic Year CNC welcomed:



Age distribution of international students:

- » <18 = 2%
- » 18-21 = 52%
- » 22-26 = 27%
- » 27-34 = 12%
- » 35-44 = 5%
- » >44 = 2%

Gender distribution of international students:

- » 54 % female
- » 45 % male
- » 1 % no answer

International students at CNC were enrolled in

36 programs across 4 schools

- School of Human Services, University Studies, and Business = 76%
- School of Access and Continuing Education = 23%
- School of Health Science = <2%
- School of Trades and Technology = <1%

International students were awarded

240 credentials in 17 programs,³

- Business Management Diploma = 66
- Post Diploma Human Resource Management = 40
- Associate of Arts = 35
- Post Diploma Tourism and Hotel Management = 25
- Post Diploma Information Technologies = 15
- Kinesiology = 11

² The effects of the COVID-19 pandemic continue to impact international student numbers and the 2022-23 academic year may not provide a realistic baseline for future enrolment.

³ The following list is not inclusive of all international student credentials. Programs with under 10 credentials were excluded for FOIPPA compliance.



International Students at CNC - Projections

With a maintained new international student enrolment target of 125 per intersession term, 425 per fall term, and 325 per spring term starting in 2024I; New international student enrolment targets for 2023-24 were set as per the table below:

Enrolment (Actuals & Projections) 2022I Onwards

	Intersession 2022				Fall 2022				Spring 2023			
	Returning	New	Total	%	Returning	New	Total	%	Returning	New	Total	%
2022/23												
International Students	398	131	529	46%	602	304	906	31%	768	387	1,164	44%
	Intersession 2023				Fall 2023				Spring 2024			
	Returning	New	Total	%	Returning	New	Total	%	Returning	New	Total	%
2023/24												
International Students	706	167	873	61%	953	400	1,353	46%	1,149	350	1,499	49%
	Intersession 2024				Fall 2024				Spring 2025			
	Returning	New	Total	%	Returning	New	Total	%	Returning	New	Total	%
2024/25												
International Students	930	125	1,055	73%	1,195	425	1,620	50%	1,346	375	1,685	51%
	Intersession 2025				Fall 2025				Spring 2026			
	Returning	New	Total	%	Returning	New	Total	%	Returning	New	Total	%
2025/26												
International Students	992	125	1,117	74%	1,256	425	1,681	51%	1,346	375	1,685	51%



Why International?

CNC engages in international activity for several reasons:

Responding to Labour Market Needs

Provincial labour market needs:

- Over 1 million job openings between 2022 and 2032
- 80 per cent will require some form of post-secondary education or training
- 38 per cent will be filled by immigration to the province

International activity and recruitment allow us to respond to provincial and regional labour market needs. BC's declining population will lead to significant workforce shortages in the future and the student visa stream is a critical component in ensuring a stable labour market through immigration.

Responding to Canada's Immigration Targets

Federal immigration targets:

- 2023 - 465,000 permanent residents
- 2024 - 485,000 permanent residents
- 2025 - 500,000 permanent residents

Bringing international students to CNC supports federal immigration targets and regional sustainability.

Alignment to CNC's Strategic Plan



- 2.1 Empower a Vibrant Learning Community
- 3.4 Foster Collaboration, Diversity and Inclusion

Being involved in international is part of CNC's mission and educational purpose.

International allows us to deliver on CNC's strategic objectives.

Alignment to CNC's Academic Plan



- 3.2 Incorporate future-facing technical and human skills into programming, and learning activities
- 3.4 Encourage and support students and employees to engage in diverse ways of learning, knowing, and being
- 4.3 Help students, faculty, and staff develop cross-cultural competencies

Increasing involvement in international enhances the learning experience for everyone and prepares students for a global environment.

International allows us to support CNC's academic plan goals.

Revenue generated helps us to do more for all students

International allows us to improve the student experience for everyone while being mindful and strategic in setting targets for balanced enrolment and diversification of the student population. In line with government guidelines,⁴ CNC sets tuition fees for international students at a level that covers direct costs and overhead.

⁴ Ministry of Advanced Education (2002) Guidelines Respecting International Students at British Columbia Public Post-secondary Institutions



Alignment

Development of this International Plan was guided by CNC's Strategic and Academic Plans.

CNC's strategic vision informed the desired future state for International at CNC.

CNC Vision

Learning together, changing lives, creating futures
Lhulh whuts'odutel'eh | lhk'enazdulkat | nus 'uztelelh

CNC's strategic goals *Learning Across a Lifetime and Student Success Focused Education and Training*, provided direction for international goals and objectives.

International goals and objectives also align to:

- CNC's Academic Plan goals:
 - » Encourage and support students and employees to engage in diverse ways of learning, knowing, and being.
 - » Help students, faculty, and staff develop cross-cultural competencies.
 - » Improve flexibility of program delivery options and reduce barriers to enrollment, inclusion, engagement, and success.
 - » Review curriculum, policies, practices, and methodologies for bias and assumption.
 - » Provide welcoming, safe, and inclusive learning environments.
 - » Make evidence-informed decisions to guide program development, student success and retention, and process improvement.

International desired future state

- A vibrant learning environment**
- A diverse community of learners**
- A lasting and positive impact in our communities**

Implementation of the International Plan will require close collaboration and coordination with the academic portfolio.

- CNC's Strategic Enrolment Management (SEM) initiative, which the College has been engaged in for the past three years. The work to date has been strategic in developing the following foundational components:
 - » Committing to strategic enrolment management as an institutional priority. The College will focus on enrolment planning processes; strategy development, and ongoing people capacity development to support sustainable enrolment goals inclusive of international markets for the next five years.
 - » Establishing evidence-informed processes designed to achieve a balanced diverse enrolment.
 - » Investigating strategic processes to provide a positive student experience from first point of interest to graduation.
 - » Being deliberate with resource development and enhancements to allow CNC to provide a collaborative experience for all students.
 - » Rolling out enrolment management professional development for leaders, staff, and faculty.
- Provincial government goals to deliver positive education outcomes for all students through diversity and global citizenship experiences, and to ensure all BC communities benefit from international education.
- Federal government strategy, specifically key objectives around diversifying countries from which international students come to Canada, as well as their fields, levels of study, and location of study within Canada.



International Planning

- Flows from the strategic plan.
- Clarifies CNC International's purpose and goals.
- Outlines what international engagement at CNC will focus on over the next five years to help CNC achieve its strategic goals. International activities will be planned and intentional.
- Provides focus so that everyone is on the same page and working with the same information toward the same priorities.
- Will be implemented through a series of annual workplans that outline the specific actions CNC schools and departments will take. Implementation will be overseen by an implementation committee made up of representatives from across the College.



Who We Are and What We Believe

A CNC education is:

- Employment, future education, and career focused.
- Attuned to both workforce and community needs. We are relevant and responsive, and we make an impact in the region we serve.
- Robust and high quality.
- Vertically aligned with partners in the regional school districts, employment agencies, Indigenous Adult Higher Learning Associations, and with the provincial post-secondary system. A CNC education allows for articulation and transfer anywhere, and is a foundation for continued learning.
- Flexible in meeting students where they are, allowing them to define their own learning goals, and providing multiple entry and exit points for program and credential completion.
- Welcoming and easily accessible. We actively remove barriers to success for every student no matter where they are in their learning journey.

A CNC education delivers:

- Relevant and future-focused curricula, knowledge, and skills.
- Work-integrated, practical learning opportunities.
- Essential 21st century literacies and competencies.

These statements, from the Academic Plan, are future-oriented. We know we don't currently live up to all of these, but we aspire to, and, over the next five years, we will move closer to making them a reality.

Through its international activities, CNC will:

- Nurture a vibrant and diverse learning community for all students. We will have the right students (domestic and international), in the right place, with the right supports.
- Focus on creating futures for students, enhancing the learning experience at CNC, and enriching the region through international activities.
- Take a proactive, planned, coordinated, and resourced approach to enrolment growth.
- Integrate international activities across the College so international is a part of what we do every day.
- Address foundational issues and barriers to student success.

CNC International is grounded in everything that CNC is and stands for

CNC Values

- Respect
- Accountability
- Integrity
- Transparency
- Relationships



Plan Development

Steering Committee

A representative College Steering Committee⁵ provided input and guidance, and stewardship of the planning processes.

Context Setting

September 2022 to February 2023

CNC Strategic Plan (2021)

CNC Academic Plan (2022)

Information on the:

- External environment including political, economic, socio-cultural, technological, legal, and environmental trends
- International education trends and best practices
- Performance of International at CNC

Community Engagement

October to December 2022

Focus groups and one-on-one interviews with:

- Faculty
- Staff
- Students
- Operational and academic leadership
- Community members
- Post-secondary peers
- In-country representatives

Analysis and synthesis of findings

Development of Themes and Goals

January to May 2023

Steering Committee planning sessions to frame direction, goals, and objectives

Community Engagement

April to May 2023

Testing of draft goals and objectives with operational and academic leadership

Refinement and Approvals

June to August 2023

- Steering Committee refinement to finalize focus areas and associated goals
- Executive approval
- Board review

CNC International Plan 2023-2028

Steering Committee Membership included:⁵

- Vice President Student Affairs
- Director International
- Associate Director International
- Registrar
- Director Student Services
- Associate Vice President Academic
- Associate Director Marketing, Brand & Creative
- Associate Director Finance



International Plan Framework Goals and Objectives 2023-2028

The Future

Our desired future state for International at CNC provides a north star that will guide our actions over the next five years.

A vibrant learning environment
A diverse community of learners
A lasting and positive impact in our communities

A vibrant learning environment means:

- We are focused on doing what is best for all students, so that everyone who comes to CNC has the best learning experience possible.

A diverse community of learners means:

- More and more of CNC's students, faculty, and staff will be international, Indigenous, new Canadians, or from other parts of Canada.

A lasting and positive impact in communities means:

- Our students leave CNC as global citizens, equipped to contribute positively to the communities where they live.

International Recruitment Agent Presence

ASIA

- China
- Hong Kong
- Indonesia
- Mongolia
- Philippines
- Singapore
- South Korea
- Turkey
- Vietnam

AFRICA

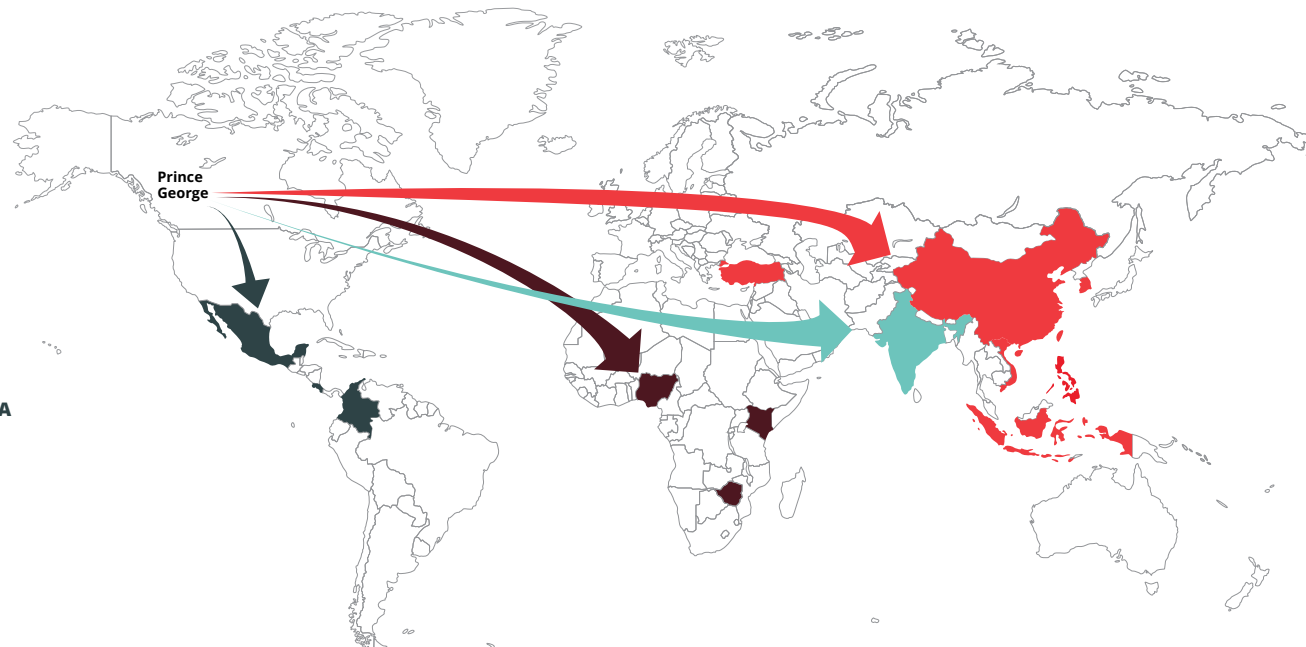
- Kenya
- Nigeria
- Zimbabwe

LATIN AMERICA

- Colombia
- El Salvador
- Mexico

SOUTH ASIA

- Bangladesh
- India



CNC International Framework 2023-2028

Desired Future State

A vibrant learning environment
A diverse community of learners
A lasting and positive impact in communities

🌀 Goal 1

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 2

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 3

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 4

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

Linkages: Strong linkages exist between 1.1 and 1.2. Enrolment targets are set in 1.1. Marketing and recruitment to those targets happens under 1.2



Goal 1

Manage Marketing, Recruitment, and Enrolment Planning

Over the next five years, CNC will take a coordinated, proactive, and intentional approach to international student recruitment and enrolment by increasing awareness of what CNC offers and by integrating international enrolment planning within the College's strategic enrolment management practices.

Under this goal, CNC will:

- Embed international enrolment planning within CNC's strategic enrolment management process
- Develop and implement a marketing and recruitment plan in support of international enrolment targets
- Identify and mitigate barriers to international student admission and enrolment
- Coordinate and automate marketing, recruitment, and enrolment processes where possible

In year one, CNC will focus on:

- Embedding international enrolment planning within CNC's strategic enrolment management process
- Developing and implementing a marketing and recruitment plan in support of international enrolment targets

Goal 2

Deliver an Integrated and Inclusive Student Experience

Over the next five years, CNC will enhance and expand the services and supports offered to international students to promote student persistence and better integration within CNC and the local community.

Under this goal, CNC will:

- Offer robust, relevant, and coordinated services and supports to international students
- Support development of CNC's student-centered experience model and culture
- Support international student readiness and success
- Encourage international students to participate in College and community activities

In year one, CNC will focus on:

- Offering robust, relevant, and coordinated services and supports to international students



Goal 3

Create a Vibrant and Diverse Learning Environment

Over the next five years, CNC will enrich its programming and practices by integrating international perspectives and will help students, faculty, and staff develop cross-cultural competencies.

Under this goal, CNC will:

- Provide faculty, staff, and students with cultural awareness supports and training
- Incorporate international perspectives in program and course outcomes; curriculum development; and teaching, learning, and assessment practices (where possible)
- Offer relevant programming that appeals to international students and meets CNC regional labour market and community needs

In year one, CNC will focus on:

- Providing faculty, staff, and students with cultural awareness supports and training

Goal 4

Build Collaborative and Beneficial Partnerships

Over the next five years, CNC will formalize and coordinate international, regional, local, and cross-departmental partnerships to better serve international students as they enter, progress through, and leave CNC for the workplace.

Under this goal, CNC will:

- Proactively manage protocols, expectations, processes, targets, accountabilities, and performance measures for agents and in-country representatives
- Implement and monitor frameworks focused on developing and maintaining relevant, sustainable, and value-added international partnerships
- Cultivate cross-departmental, local, and regional relationships to help students integrate into the community
- Support international students in their transition to the workplace and build an international alumni network

In year one, CNC will focus on:

- Proactively managing protocols, expectations, processes, targets, accountabilities, and performance measures for agents and in-country representatives
- Implementing and monitoring frameworks focused on developing and maintaining relevant, sustainable, and value-added international partnerships



Making the Plan Happen

Implementing this International Plan will be the work of the entire CNC community – faculty, staff, and students. Intentional collaboration and coordinated leadership from the International department with the college community with annual reviews, measures and planning embedded into the work ahead enables CNC to be committed to International Student Success.

Annually, objectives will be identified for focused action planning. The following objectives and actions have been prioritized for implementation in year one.

1.1 Enrolment Planning

- Provide context, data, analytics, and insights for broad enrolment planning and target setting
- Set international enrolment goals and targets
- Develop enrolment plan to meet goals and targets
- Plan for capacity to meet enrolment targets set
- Monitor progress on enrolment planning / performance

1.2 Student Recruitment

- Develop an interim plan to use with in-country representatives
- Develop CNC-specific, data informed recommendations for international marketing and recruitment
- Create a data-informed international marketing and recruitment strategy and plan

2.1 Holistic Supports

- Map international student journey
- Begin student needs assessment
- Provide or add to services offered based on existing data on support / service provision

3.1 Cultural Competence

- Improve awareness and understanding of international through the launch of the international plan
- Promote benefits of international students and internationalization
- Plan and deliver proactive education activities to increase awareness and understanding of the benefits of international education
- Incorporate cultural awareness expectations in orientation and welcome events
- Develop and provide cultural awareness training for employees
- Develop and provide cultural awareness training for students
- Explore, plan, and budget for support resources to assist faculty in internationalization of the curriculum

4.1 Agent Management

- Leverage CNC's value proposition for communications and relationship development purposes
- Define protocols, processes, targets, accountability, and performance measures for in-country representatives and agents
- Proactively manage in-country representatives and agents

4.2 International Partnerships

- Explore potential to renew study/learning abroad projects
- Make a decision on whether to re-establish and provide in-year budget support for study abroad
- Prepare business cases for 2024-25

To help direct the work, a collaborative implementation committee, made up of representatives from across the College, will monitor progress and drive development of annual workplans to achieve the objectives outlined under the four goals. The implementation committee will be led by the Director International.





Acknowledgements

Many people contributed time and energy to the development of this plan. Our thanks go out to:

- All the CNC students, faculty, operational, and management staff, and community members who contributed through meetings, focus groups, emails, virtual and face to face sessions.
- International Plan Steering Committee
 - » Vice President Student Affairs
 - » Director International
 - » Associate Director International
 - » Registrar
 - » Director Student Services
 - » Associate Vice President Academic
 - » Associate Director Marketing, Brand & Creative
 - » Associate Director Finance
- College Board
- Education Council
- Operational Leadership Committee
- Senior Educational Leadership Committee
- Senior Executive





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