Confederation
C O L L E G E

Strategic Enrolment Management Plan 2023/24

Contents

Introduction

In an era marked by rapid technological advancements, shifting labor markets, and significant demographic changes, postsecondary institutions are compelled to navigate an increasingly complex enrolment landscape. Confederation College, nestled in the expansive region of Northwestern Ontario, is at the forefront of addressing these multifaceted challenges. With a main campus in Thunder Bay and seven regional campuses, our institution serves an area as vast as France, offering over 70 diverse programs across Health, Negahneewin and Community Services; Business, Hospitality, and Media Arts; and Engineering, Technology, Trades, and Aviation. Our mission is to provide accessible education to a diverse student body, including underrepresented and mature students, while also responding to the region's unique needs through targeted contract training and preparatory programs.

Currently, Confederation College faces significant challenges that impact our strategic enrolment objectives. These include demographic shifts, such as declining birth rates and an aging population, which directly impacting our pool of potential students. Internally, we are addressing notable retention challenges, including attrition between the first and second semesters. Despite these obstacles, our college is poised for growth, leveraging our strengths in distance education, pathway programs, and our position as a pivotal access institution. Furthermore, we are committed to enhancing our outreach to Indigenous communities and international students, alongside initiatives aimed at improving retention and graduation rates.

This Strategic Enrolment Management (SEM) Plan is our roadmap for navigating these challenges and seizing opportunities for growth. It aligns with our broader strategic goals and is informed by a comprehensive analysis of institutional data, demographic trends, labor market shifts, and the competitive landscape. Through targeted strategies and initiatives, this plan aims to optimize our enrolment processes, bolster student success, and ensure the sustainability and relevance of our academic programs. Join us as we outline our approach to strategic enrolment management, setting the stage for a future marked by resilience, growth, and unwavering commitment to excellence in education.

The College's Integration of SEM into its Strategic Plan

At Confederation College, the Strategic Enrolment Management (SEM) framework is not merely a component of our strategic planning; it is a cornerstone of our institutional vision for growth and sustainability. Integrated within our five-year strategic blueprint, Kaa-anokatekin (2020-2025), SEM embodies a comprehensive approach to understanding and enhancing the student journey from initial inquiry through to graduation.

Under the stewardship of the Senior Leadership Team, with our Chief Operating Officer at the helm as the SEM Coordinator, this initiative is a collaborative effort that harnesses the collective expertise and insight of our entire college community. The creation of the SEM Steering Committee and Working Group, comprising leaders from across the college, signifies our commitment to a unified, college-wide approach to enrolment management. This multi-disciplinary team ensures that SEM strategies are infused throughout our academic and administrative processes, fostering a culture of inclusivity, innovation, and excellence.

Our journey toward strategic enrolment management excellence is guided by a clearly defined set of objectives outlined in our terms of reference. Our goal is to optimize enrolment and program mix, not only to meet but to exceed the metrics outlined in the Strategic Mandate Agreement 3, thereby securing funding opportunities and supporting our broader strategic aims. To this end, the SEM Steering Committee and Working Group engage in continuous, data-driven dialogue, enabling the nimble adjustment of strategies in response to emerging trends and insights.

The SEM process is further supported by a robust infrastructure for data analysis and reporting. The development of a comprehensive dashboard allows for real-time access to enrolment trends, facilitating informed decision-making and predictive analytics. This tool is pivotal in monitoring conversion rates, retention, and graduation metrics, ensuring that our strategies are both effective and aligned with our overarching goals.

As we navigate the complexities of today's higher education landscape, the SEM framework serves as a beacon, guiding Confederation College toward a future marked by growth, diversity, and academic excellence. Through deliberate, data-informed strategies and a culture of collaboration, we are poised to not only confront the challenges of today but to seize the opportunities of tomorrow.

Table 1: Membership of the SEM Steering Committee and Working Group

SEM Steering Committee	SEM Working Group
President	Chief Operating Officer
Chief Operating Officer	Vice President Academic
Vice President Academic	Executive Director of Enrolment Management & Registrar
Executive Director of Enrolment Management & Registrar	Executive Director, Financial Services
Director, Student Success	Director of Computer Services and Project Management
Manager, Institutional Research and Planning	Director of Student Success
	Dean, International
	Manager, Projects and Applications Team
	Manager, Institutional Research and Planning
	Corporate Data Administrator/ Analyst

Strategic Plan, Strategic Enrolment Management Plan, and the Academic Operational Plan
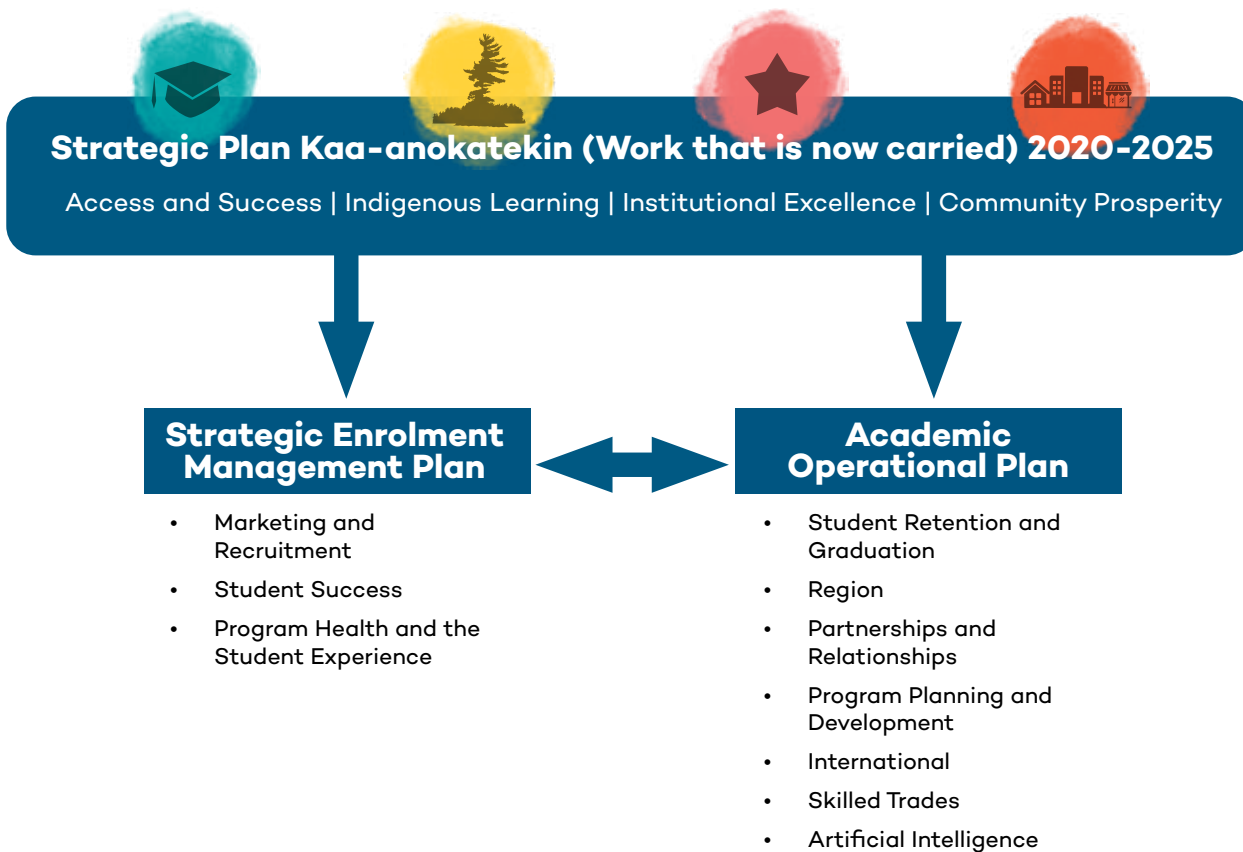
At the heart of Confederation College's mission to deliver exceptional education and foster vibrant communities is a strategic framework designed to synchronize our institutional goals, enrolment strategies, and academic excellence. This framework is articulated through three pivotal documents: the Strategic Plan, the Strategic Enrolment Management (SEM) Plan, and the Academic Operational Plan. Each plan, while distinct in its focus, interlocks with the others to create a cohesive strategy aimed at elevating the college's stature and success.

The Strategic Plan sets the overarching vision and priorities for the college, charting a course toward academic excellence, community engagement, and institutional sustainability. It outlines our commitment to innovation, inclusivity, and responsiveness to the evolving needs of our students and the broader community we serve. This plan lays the groundwork for targeted actions and measurable outcomes that define our path forward.

The Strategic Enrolment Management (SEM) Plan is a dynamic response to the challenges and opportunities identified within the Strategic Plan's framework. It focuses on optimizing our enrolment processes and program offerings to ensure alignment with our strategic goals, demographic realities, and labor market demands. The SEM Plan is rooted in data-driven analysis, aiming to maximize student enrolment and success while optimizing our program mix. It addresses the full enrolment lifecycle, from prospective student interest through to graduation, ensuring that our strategies are comprehensive and adaptable.

The Academic Operational Plan operationalizes the visions of the Strategic and SEM Plans at the academic unit level. It is a tactical document that guides decision-making and resource allocation for the academic year, addressing challenge areas and capitalizing on opportunities for enhancement across our programs. This plan ensures that our academic offerings remain relevant, competitive, and aligned with the needs of our students and the demands of the workforce.

Together, these plans form an integrated strategy that propels Confederation College forward. They ensure that our actions are coherent, our resources are efficiently allocated, and our community is actively engaged in realizing our shared vision. By aligning our strategic, enrolment, and academic objectives, we create a robust foundation for the college's continued growth, innovation, and success.

Strategic Plan Kaa-anokatekin (Work that is now carried) 2020-2025

Access and Success | Indigenous Learning | Institutional Excellence | Community Prosperity

Strategic Enrolment Management Plan

- Marketing and Recruitment
- Student Success
- Program Health and the Student Experience

Academic Operational Plan

- Student Retention and Graduation
- Region
- Partnerships and Relationships
- Program Planning and Development
- International
- Skilled Trades
- Artificial Intelligence

Situation Analysis

The [situational analysis](#) offers a comprehensive overview of Confederation College's current environment, laying the groundwork for our strategic decisions and actions. This analysis is pivotal, providing a deep dive into the internal and external factors that influence our operations, opportunities for growth, and areas requiring focused attention. For an in-depth review, we invite our stakeholders to consult the detailed Situation Analysis [Document.](#)

Key Components of Our Analysis:

1. **Demographic Trends**: We examine population dynamics within our catchment area, including birth rates, age distribution, and migration patterns. These factors directly impact our potential student base, informing our recruitment strategies and program development.

2. **Labor Market Shifts**: Insights into local and regional labor market trends help us align our program offerings with emerging employment opportunities, ensuring our graduates are well-prepared to meet industry needs.

3. **Competition and Collaboration**: An assessment of other educational institutions within our region and beyond allows us to identify our unique value proposition and potential areas for collaboration.

4. **Technological Advancements**: Staying abreast of technological trends enables us to innovate our teaching methods and operational practices, enhancing the learning experience and operational efficiency.

5. **Government Policies and Funding**: We analyze the impact of governmental decisions on funding, regulatory compliance, and program viability, ensuring we remain adaptable and sustainable.

6. **Student Success Metrics**: A close examination of our retention, graduation, and student satisfaction rates provides insight into the effectiveness of our support services and academic offerings.

Leveraging Data for Strategic Planning:

Our Situation Analysis is not static; it is a living document that evolves in response to new data and insights. By continuously monitoring these critical factors, we ensure that our Strategic Enrolment Management Plan is both responsive and proactive. This dynamic approach allows us to pivot our strategies as needed, ensuring that Confederation College remains a leader in post-secondary education, responsive to the needs of our students and the communities we serve.
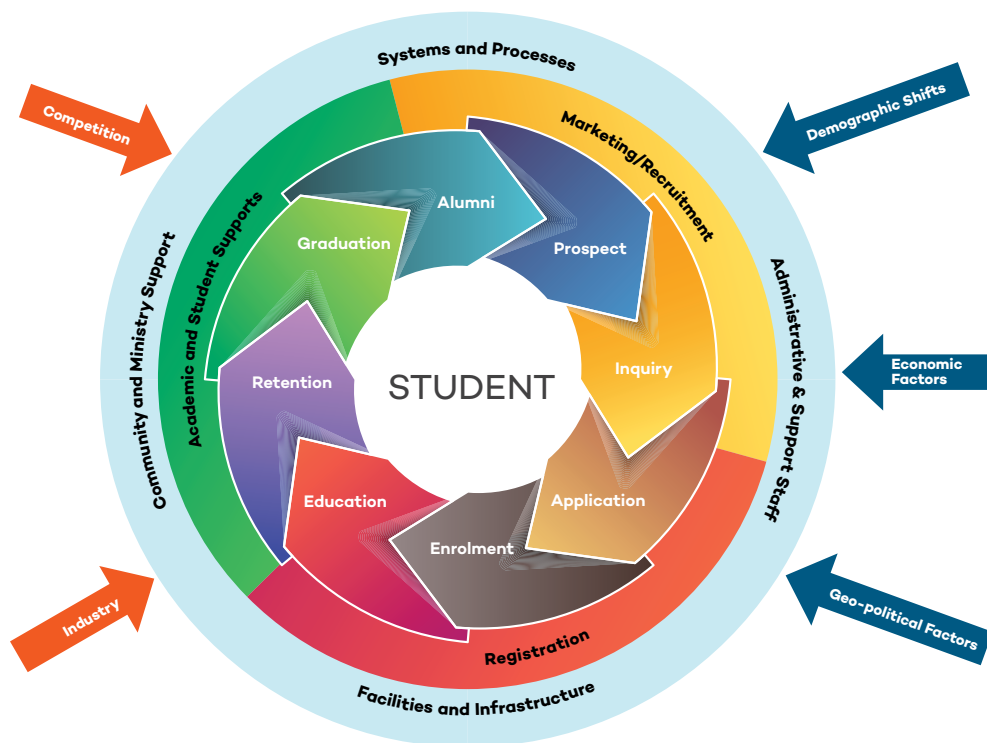
SEM requires data gathering and analysis across all of these areas

Figure 2: Visual Representation of the student funnel and lifecycle

Marketing and Recruitment

Over the last decade, Confederation College has navigated the complexities of changing demographics and evolving market demands with strategic agility. Despite overall enrolment stability, we have observed a significant shift in the makeup of our student body, reflecting broader societal trends and our strategic responses to them.

Domestic and Indigenous Enrolment Trends: Domestic student enrolment has decreased by a third, a reflection not only of shifting population demographics but also of our evolving strategy to diversify and enrich our campus community. This decline is matched with a concerted effort to reverse the trend, emphasizing targeted outreach and program development that resonates with our regional, direct, and non-direct student populations. Indigenous student representation, holding steady at an average of 15%, remains a focal point for enhanced recruitment strategies, aiming to further integrate and support this vital student group within our community.

International Diversification and Distance Learning: The college's strategic pivot to international recruitment has yielded over a 90% increase in international student enrolment from 2012-2019, illustrating the success of our global outreach efforts. These students now constitute close to half of our total enrolment, bringing diverse perspectives and enriching the learning environment for all.

Parallel to our international efforts, the adoption and expansion of distance education offerings have seen an 83% increase in enrolment. This growth, accelerated by the global pandemic and our adaptive program offerings, underscores the importance of flexible learning modalities in meeting student needs.

Economic Contributions and Labour Market Alignment: Confederation College plays a pivotal role in the regional economy, directly influencing the workforce and contributing significantly to Northwestern Ontario's economic vitality. Our programs are closely aligned with labour market demands, ensuring that our graduates are not only ready to embark on their careers but are also pivotal in fulfilling the growing needs in sectors such as health, community services, and trades.
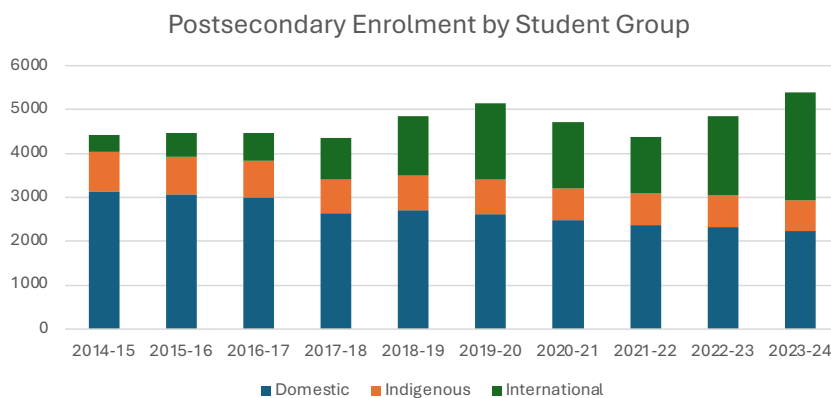
Postsecondary Enrolment by Student Group

**Figure 3: Fall enrolment by students group and growth year over year from 2011-2023.**

Navigating Demographic Challenges: Despite a slight population increase in the Thunder Bay district since 2016, we face challenges associated with overall slow population growth and a decrease in the college-aged population across our catchment area. Our strategies are therefore focused on building stronger relationships and developing targeted recruitment initiatives across Thunder Bay, Northern communities, Indigenous populations, and beyond.

Competitive Landscape and Policy Environment: The presence of other postsecondary institutions in our region, such as Oshki-Pimache-O-Win: The Wenjack Education Institute and Seven Generations Education Institute, alongside Lakehead University, presents both challenges and opportunities for collaboration and pathway development. Additionally, government policies and international considerations continue to shape our strategic approach to tuition, funding, and international student recruitment.

Strategic Response: In response to these trends and challenges, Confederation College is doubling down on its commitment to adaptability, inclusivity, and innovation in our marketing and recruitment strategies. By leveraging data-driven insights, enhancing our digital presence, and fostering meaningful community partnerships, we aim to attract a diverse and dynamic student body ready to meet the demands of tomorrow's workforce.
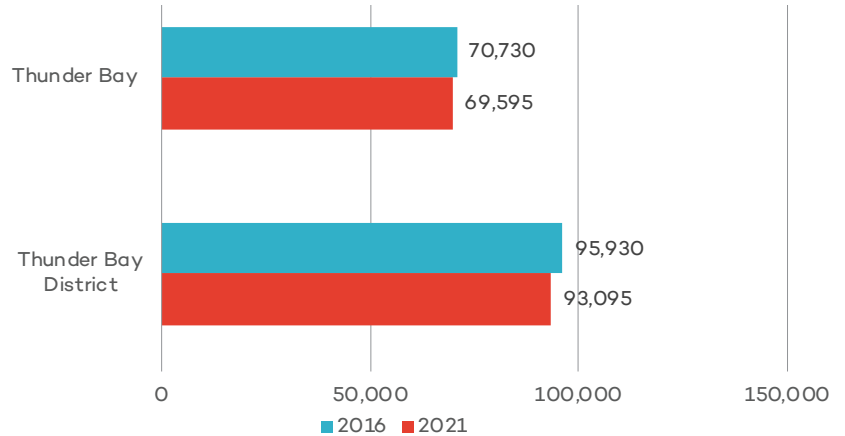
Figure 4: Population counts for Thunder Bay District and City from the 2016 and 2021 census divisions for ages 15 - 64
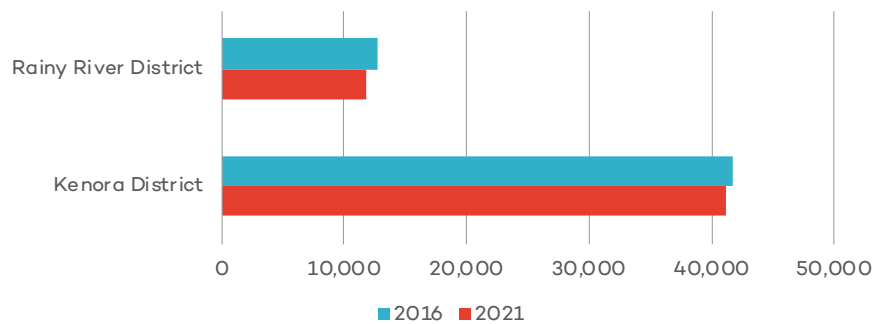
Figure 5: Population counts for Rainy River and Kenora from the 2016 and 2021 census divisions for ages 15 - 64

Student Success

Despite facing challenges with retention and graduation rates, our commitment to enhancing student outcomes remains unwavering. Our analysis reveals an average of 17% attrition rate from the first to the second semester and a 28% attrition from program start to the start of the final semester, highlighting the need for targeted intervention strategies, particularly within our diploma and advanced diploma programs where attrition is most pronounced. A detailed action plan is included in the Academic Operational Plan. See figure three below for a five-year summary on the Graduation Rate KPI.

The journey toward improving our graduation rates is underscored by a commitment to continuous assessment and responsiveness. Our strategic focus is bolstered by the ongoing deployment of advanced analytics to monitor progress and identify areas for intervention promptly. This approach is not static; it evolves with our ongoing commitment to student success, reflecting adjustments and enhancements in real-time.

Benchmarking Success:

Our dedication to elevating student success is measured against provincial averages and our historical performance. By implementing targeted strategies and fostering an institutional culture that prioritizes student support and engagement, we aim to not only meet but exceed provincial benchmarks, restoring and surpassing our peak graduation rate achieved in 2017/18.

Looking Forward:

Confederation College is committed to an ongoing, dynamic process of evaluation and enhancement of our student success strategies. By embracing innovative approaches, fostering a supportive and inclusive campus culture, and aligning our efforts with the diverse needs of our student body, we are confident in our ability to reverse current trends and set new standards for student achievement and satisfaction.
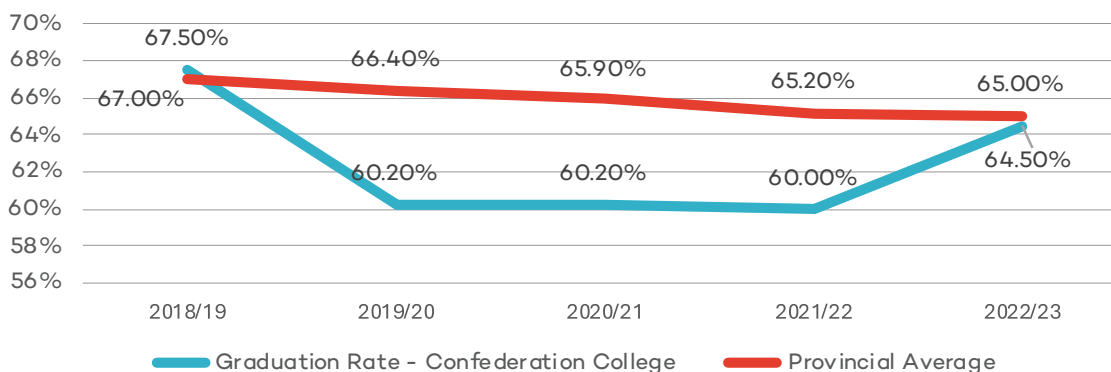
Figure 6: Historical graduation rates for the College and province 2018-2023

Program Health and the Student Experience

Confederation College is steadfast in its commitment to delivering educational programs of the highest quality, fostering student success, and meeting the evolving needs of our community. This commitment is supported by a robust framework of processes designed to continually assess and enhance program health, student experience, and financial viability. Detailed descriptions of these processes, along with relevant college policies, are available in Appendix A for further reference.

Recent Evaluations and Continuous Improvement:

In the 2022/23 academic year, our dedication to maintaining the highest standards of academic quality was demonstrated through two significant review processes:

1. **College Quality Assurance Audit Process (CQAAP)**: This comprehensive audit evaluated our adherence to six critical standards of academic quality, ranging from our program quality management system and vocational learning outcomes to our conformity with government requirements and the effectiveness of our program delivery and student assessment strategies. We are proud to report that Confederation College met all standards with commendable rigor. The audit also provided eight strategic recommendations, paving the way for us to enhance our quality assurance mechanisms further and deliver an even more robust student experience.

Standard	Result		
1	☒ Met	☐ Partially Met	☐ Not Met
2	☒ Met	☐ Partially Met	☐ Not Met
3	☒ Met	☐ Partially Met	☐ Not Met
4	☒ Met	☐ Partially Met	☐ Not Met
5	☒ Met	☐ Partially Met	☐ Not Met
6	☒ Met	☐ Partially Met	☐ Not Met

Audit Decision: *(select one)*

☒ Mature Effort
☐ Organized Effort
☐ Formal Effort

Figure 7: Results of the 2022 CQQAP Audit across the six quality assurance standards:

(1) Program quality management system;
(2) Vocational learning outcomes and program development;
(3) Conformity with government requirements;
(4) Program delivery and student assessment;
(5) Existence, monitoring and communication of policies and practices;
(6) Allocation of college-wide resources.

2. **Program Evaluation Policies and Processes Review**: A thorough review of our program evaluation policies against sector-based best practices highlighted our strengths and identified areas for growth. While our processes are well-developed, the review underscored the importance of leveraging data more effectively and improving the communication of our evaluation policies and procedures. This feedback is instrumental in guiding our ongoing efforts to refine our program evaluation framework.

Actionable Insights for Enhancement:

These evaluations have yielded actionable insights that are directly informing our strategies for continuous improvement. Key focus areas include:

· Enhancing our data utilization to inform program development and revision, ensuring our offerings remain aligned with industry trends and student needs.

· Strengthening the communication of program evaluation outcomes and processes, ensuring transparency and engagement across our college community.

· Implementing the recommendations from the CQAAP audit to foster an environment of continual learning and quality enhancement.

Looking Ahead:

The insights garnered from our recent quality assurance activities are invaluable in shaping our approach to program health and the student experience. As we move forward, Confederation College remains committed to a cycle of continuous evaluation, innovation, and improvement. By rigorously applying the lessons learned and recommendations received, we aim to not only meet but exceed the expectations of our students, community, and industry partners, ensuring our graduates are well-prepared to thrive in their chosen fields.

For an in-depth understanding of our quality assurance processes, ongoing activities, and strategic direction for 2022/23 and beyond, please refer to the detailed descriptions and analyses provided in Appendix A and the accompanying Situation Analysis.

Strategic Enrolment Management (SEM) Plan

Facing steady demographic trends in Northwestern Ontario, Confederation College's SEM plan strategically emphasizes optimizing enrolment within these regional constraints. By leveraging comprehensive institutional, regoinal and labor market data, we identify nuanced strategies to attract, retain, and support students effectively. For more in-depth implementation details, including timelines and metrics for evaluation, refer to SEM evaluation framework.

Given the limitations imposed by regional demographic trends, significant enrolment growth presents challenges. Our focus shifts towards optimizing current enrolment potential, enhancing student experiences, and ensuring the sustainability of our programs.

Goal 1: Develop a marketing and recruitment strategy to grow existing markets to:

Increase the number of first choice domestic applications for the Thunder Bay campus.

Increase the number of non-direct applicants.

Increase enrolment across the regional campuses and through distance education.

Increase the enrolment of first semester Indigenous students across the college campuses.

Maintain and diversify the international student population by country of citizenship.

Strategy 1: Enhance marketing and recruitment efforts to targeted audiences.

Tactics:

- Target outreach to new markets (e.g., non-direct students) in a recruitment campaign by using new platforms, increasing community events, and increasing new partnerships.
- Work with institutions and organizations to promote pathways and programs that ladder into postsecondary education.
- Implement a new Customer Relationship Management to create better communication flows to specific student groups/ demographics.
- Leverage new Customer Relationship Management functionality to enhance return on investment tracking for all recruitment activity/events.
- Grow and develop programs that ladder into postsecondary (e.g., SCWI/Dual Credit Portfolio)
- Implement Blackbaud Awards Management tool to increase student access and awareness of bursaries and scholarships.
- Enhance tools (digital and print) that support recruitment efforts (viewbooks and targeted materials and visual aspects).
- Explore and expand opportunities for increased impressions (digital, social media, and signage).
- Modernize the website, videos and imagery with a focus on marketing our programs and recruitment.
- Create an enhanced virtual tour tool for staff and students.
- Develop a Chatbot as part of the new website using AI to increase student's ability to navigate our website and find answers quickly.
- Enhanced and customized tours – in-person and virtual for students, families and larger groups (dedicated lead role created
- Targeted Open House events and Guidance Counsellor events planned throughout the cycle.
- Update web registration tools.

Strategy 2: Build relationships and a culture on campus that attracts Indigenous students.

Tactics:

- Work with the Vice President, Indigenous Leadership, Partnerships and Strategies to establish new relationships and partnerships with Indigenous and northern communities and organizations.
- Establish a designated recruiter position to work closely and partner with Indigenous communities and organizations.
- Explore recruitment on large First Nations communities by employing someone on reserve to recruit for the College (hub and spoke model).
- Create specific materials to be used at targeted Indigenous events.
- Ensure each regional campus has relationships with Indigenous communities and Elders in their area and campus space reflects and supports Indigenous culture and practices.
- Remove barriers to the self-identification process.
- Increase positive outcomes for Indigenous students including retention and graduation.

Strategy 3: Explore opportunities to maintain the international student body and grow countries of origin and the programs they are enrolling in.

Tactics:

- Consolidate recruitment efforts to diversify student recruitment geographically.
- Grow the number of direct applications of international students.
- Grow the number of international students in undergraduate technology programs and aviation mechanics..
- Respond to the evolving social media uses, by country, with customized content.
- Ensure new college-wide initiatives (eg. new website, CRM, Banner integration, adoption of MyCreds, and STEM) meet the needs of the international portfolio, enhancing recruitment efforts & outcomes.
- Actively manage all agent performance, ensuring best practices are followed, targets reached, and support & training is in place to implement requirements of the International Education Standards of Practice (IESP).

Goal 2: Improve student success outcomes by:

Increasing retention across postsecondary programs with a focus on first semester to second semester.

Increasing the college's graduation rate to at least the system average for the 2024/2025 cohort of graduates.

Strategy 1: Implement solutions to improve student outcomes and use data to identify barriers to student success

Tactics:

- Perform a root cause analysis to determine contributing factors in programs with low retention and identify new support services to address student needs.
- Implement tools to streamline the student support process.
- Implement tools to track why students are leaving (academic, personal, or financial).

Strategy 2: Address barriers to student success through a retention and graduation strategy

Tactics:

- Implement strategies and tactics to support the goals within the strategy such as early alert, and communication of existing wrap around supports.
- Foster collaboration across the college.
- Develop academic and career pathway options to guide students towards graduation.
- Work across departments to ensure all practices, procedures and student support respond to year-round operations, and ensure they are aligned with IESP requirements.
- Use data to understand barriers to graduation through exit surveys.

Goal 3: Enhance academic quality to meet student and community needs by:

Utilizing quality assurance process to implement and monitor goals and strategies that support SEM.

Increase the number of students who have had the opportunity to complete at least one course with an experiential learning component.

Strengthen technology, infrastructure, and resources to enhance course and program delivery.

Strategy 1: Enhance and increase the engagement of the college in processes that support program health and the student experience.

Tactics:

- Utilize the Annual Program Review (APR) to implement SEM strategies and monitor progress at the program level.
- Continue to integrate SEM discussions and strategy through the Comprehensive Program Review (CPR) Process.
- Evaluate programs with low program health scores and/or low financial contributions and move them through processes for improvement (program health improvement planning for financial viability review) or begin the process for program suspension.
- Review and update the College's Quality Assurance policies and procedures to ensure recommendations from the Academica and CQAAP Review are implemented.
- Improve communication on processes for program evaluation and decision making
- Implement recommendations from the 2022 College Quality Assurance Audit Process.
- Ensure processes, procedures & evidence are in place to meet IESP requirements.
- Attract students through partnerships and development of new programs including micro-credentials.

Strategy 2: Build relationships with industries and engage with Program Coordinators, Faculty, and Program Advisory Committees to identify experiential learning opportunities.

Tactics

- Communicate the definition and requirements of experiential learning based on the SMA3 definition throughout the institution.
- Implement a tracking system for monitoring and tracking experiential learning opportunities through the Program Review Processes.
- Work with SUCCI to explore opportunities for experiential learning through co-curricular activities.

Strategy 3: Ensure human resources, technology, equipment, and infrastructure align with program needs and reflect enrolment of the program.

Tactics:

- Implement new supports, tools, and technology to address different methods of learning.
- Review space utilization opportunities for improving scheduling and delivery of programs.
- Explore opportunities for programs that are conducive to hybrid or flexible delivery.

SEM Evaluation, Antecedents for Success, and Next Steps:

SEM Evaluation:

The SEM Planning Report is an annual report that summarizes the results from the previous year and outlines the plans for the upcoming year. It serves as a tool for ongoing assessment and evaluation of the implementation of SEM (Strategic Enrolment Management) strategies.

The report informs the renewal process by reviewing the success and challenges of the current strategies, tactics, and metrics. Based on this review, the goals, strategies, and tactics are refreshed or updated as necessary. Additionally, the situation analysis is updated each year to ensure the SEM plan remains relevant.

Antecedents for Success:

Leadership plays a crucial role in driving a culture that values SEM. Leaders at Confederation College need to support and promote SEM throughout the institution. Clear communication of timelines, assignments, measures of success, and alignment of work to SEM goals is essential. Proper allocation of resources, including people, time, and budget, is critical for successful implementation. Improved data governance systems, such as clear definitions, criteria, and sources of data, are important for accurate metrics. Lastly, a contingency plan should be in place to address weaknesses or threats identified in the analysis.

Next Steps:

Rollout and Implementation: Begin the phased implementation of our marketing and recruitment strategies and student support enhancements.

Continuous Monitoring: Establish a schedule for regular review of strategy effectiveness against established KPIs.

Feedback Mechanisms: Develop channels for obtaining feedback from students and faculty to inform the continuous improvement of our SEM activities.

Annual Reporting: Produce an annual report detailing the outcomes of our SEM strategies, including insights gained and areas for future focus.

By maintaining a strategic focus on optimizing enrolment and enhancing student support within the context of regional demographic realities, Confederation College is committed to ensuring educational excellence and sustainability.

Appendix A: Definitions

Academic Year	The Academic Year consists of three terms of study beginning in September and concluding in August the following year.
Annual Program Review (APR)	The APR is a cyclical process that occurs annually and aims to support continuous program improvement. It also provides evidence for accreditation and audit purposes conducted by the Ontario College Quality Assurance Service. Specifically, the APR process is initiated each May with the assembly and distribution of data packages for each College program. Each package includes data on program statistics, key performance indicators, labor market data, and program finances. Using the APR package, each program has an opportunity to analyze, discuss, identify, and record specific program findings such as changes made to a program, interventions in areas where data shows areas of concern, successful strategies, and areas of need. This information is submitted in a Program Improvement Plan Package (PIP) that is signed off by the School's Dean and submitted back to the Institutional Research Office. The PIP is also used to document a list of actionable items including decisions and recommendations to improve a program for the following academic year.
Applicant	An applicant is an individual applying to a program.
Comprehensive Program Review (CPR)	CPR is another cyclical process that occurs every five to seven years and aims to provide a thorough and rigorous assessment of a program, ultimately leading to recommendations for program improvement. Each year in June, programs that are to undergo a CPR are determined following the review of the APR packages and/or if there is a need for changes to Ministry Vocational outcomes. Specifically, low performing programs are identified and opportunities for improvement or revitalization are identified including the potential for the completion of a CPR or a financial viability review. As a part of the CPR process, programs also undergo a process to map and implement all seven ILO across their courses.
Direct Contribution per Student	Direct contribution per student = (direct revenue – direct delivery cost) / # of unique students for the fiscal year. Direct revenue = grant, tuition, student fees specific to the program and is offset by agency fees, tuition set aside, etc. Direct delivery costs = costs that are captured in the program organization # (cost centre) and includes faculty costs, support costs (i.e., Technicians), instructional materials, faculty travel and PD, etc.
Direct Entry Student	Students coming directly from high school.
Enrolled Student	Any person who is currently enrolled in a course or program at Confederation College; who has confirmed enrolment for a program of study; or who was enrolled in a course or program at the College.
Experiential Learning	Number and proportion of graduates in programs who participated in at least one course with required Experiential Learning component(s) including co-op diploma apprenticeships, co-op work placements, clinical placements, fieldwork, mandatory degree work placement, research project, interactive simulations, capstone projects, and on-campus work teaching labs.
Financial Viability Review	Programs with repeated negative contributions will require a more detailed financial review and projection plan. Specifically, a template using current program costing methodology and PHC indicators will be available for this with support from the Finance team. In the first year, the College will review programs that have been in the bottom ten for negative contribution in repeated years.

Full Contribution per Student	Full contribution per student = (all allocated revenue related to core programming – direct delivery costs – allocated indirect costs – allocated overhead costs) / # of unique students for the fiscal year. Indirect revenue = all other funding to support students and programming (i.e., Northern and rural grant, special purpose grants, etc.) and excludes non-core programming (i.e., contract training). Indirect costs = costs directly associated with students but cannot be tied to a specific program (i.e., student success, library, registrar's office, international office, IT, Academic software/support, etc.) Overhead costs = administrative costs to support the entire college operations (HR, payroll, finance, Advancement, facilities, IT, Admin software, Board expense, etc.)
International Education Standards of Practice (IESP)	The International Education Standards of Practice (IESP) for Ontario colleges provide a framework to ensure the quality and consistency of international education. These standards encompass guidelines for recruitment, admissions, student services, and academic support, aiming to enhance the educational experience for international students and uphold the integrity and reputation of Ontario's colleges globally. The IESP emphasizes ethical practices, cultural competence, and compliance with provincial and federal regulations.
Graduation Rate	Percentage of full-time students (domestic and international) who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees).
Indigenous Learning Outcomes	Seven statements containing Indigenous content that faculty have been supported to embed within their program curriculum.

New Program Development	The process for new program development and approval is evidence-based and consultative with outlined roles and accountabilities to support implementation and to ensure quality. New program development and approvals align with Confederation College's Strategic Mandate Agreement, Strategic Plan, Business Plan, Academic Operational Plan, and where applicable, industry and societal needs. New programs may respond to demographic shifts, new technologies, employment trends, emerging industries, and/or provincial strategic priorities. The process includes two stages starting with a "Conceptualization and Feasibility" stage where a new program development plan and feasibility proposal is developed. If this proposal is approved, the program moves into a development stage where a program development proposal is prepared and submitted for a series of approvals.
Non-Direct Entry Student	A student over the age of 18 and who is not coming directly from high school.
Program Health Scorecard	Embedded in the Annual Program Review package is the Program Health Checklist (PHC). The PHC is used as a tool to assist with monitoring program health and viability and program improvement planning. The new Program Health Scorecard builds upon previous tools used for program health and assessment but also aims to realign metrics with the strategic directives of the College including the Strategic Mandate Agreement 3 (SMA3). It assesses programs on ten criteria comparing programs to the College median for each criterion. It also illustrates how programs performed compared to the previous year.
Program Suspension or Cancellation	Careful attention to ongoing program assessment, enhancement, and revitalization is necessary. The suspension or cancellation of inefficient programs must also be considered as part of the effort to maintain relevant and strong academic programming. In part, the APR, PIP, and PHC are used to assess and revitalize programs annually. Specifically, the Dean, in conjunction with the Associate Dean and Program Coordinator, faculty, and program staff, review programs that are not meeting performance indicators prior to the start of the application cycle and make recommendations as to their suspension/cancellation to the VPA for the coming academic year. The VPA confirms the recommendation and brings the decision to the Senior Team for approval. From there, it proceeds to the College's Board of Governors either as information (suspension) or a decision (cancellation).
Strategic Enrolment Management (SEM)	Hossler and Bean (1990) define SEM as an organizational concept involving systematic activities aimed at influencing student Enrolment. These activities encompass strategic planning, institutional research, student college choice, transition to college, student attrition and retention, and student outcomes (Hossler & Bean, 1990, p.5).

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