



CONESTOGA
COLLEGE

Academic Plan

2026-29



Academic Plan 2026-29

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**A roadmap
reflecting
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Message from the Vice-President, Academic Operations and Business Performance

It is my pleasure to introduce Conestoga College's 2026-29 Academic Plan, which serves as a roadmap reflecting both who we are today and where we are heading together. This plan positions us to respond to the evolving challenges and opportunities in Ontario's post-secondary environment, including changing learner needs, advances in technology, and shifting workforce demands.

Our college has always believed that exceptional learning happens when outstanding people, innovative spaces, and strong community partnerships come together. That belief continues to guide our investments in modern learning environments, industry-leading technology, applied research, and the services that help every student succeed. What makes the difference every day is our employees, whose expertise, dedication, and care for students are evident in everything they do.

I am proud of the breadth and diversity of our programming. Across disciplines and pathways, we offer students meaningful choice and flexibility, supported by learning environments that reflect current industry standards, ensuring students gain the experience and confidence they need to succeed in their careers.

This Academic Plan reflects the shared priorities that guide us: helping students succeed, building workforce skills, and making sure our programs are sustainable.

As we move forward, this plan belongs to all of us and will be brought to life through your daily work across classrooms, labs, shops, student interactions, and leadership. It will also be supported by our excellent student services, which play a vital role in helping learners succeed academically, personally, and professionally. We will support implementation with clear goals, ongoing dialogue, and updates, and we will continue to listen, learn, and adjust as needed.

I want to sincerely thank everyone, and I encourage you to read the Academic Plan and reflect on how your work connects to it and where you see opportunities to contribute. I am proud to be part of this community and look forward to what we will achieve together in the years ahead.

Thank you for your ongoing commitment to our students and to one another.

Sincerely,
Sandra Schelling



Introduction

Conestoga is introducing its 2026–29 Academic Plan during a time of significant change in Canadian post-secondary education. Changes such as new federal immigration rules, limits on international student enrolment, shifts in the job market, fast-moving technology, greater public accountability, financial challenges, enrolment trends, and updates in governance are all affecting how colleges in Ontario operate.

To address these changes, Conestoga is focusing on a careful, student-first, and evidence-based approach for the future. The college must adapt quickly, while staying committed to academic excellence, student achievement, financial stability, and making a real difference in the community. This Academic Plan lays out clear steps to improve academic quality, help students, meet workforce needs, and keep the college strong for years to come.

Meanwhile, Ontario's economy still needs many highly skilled graduates. Population growth, new infrastructure projects, shortages in health-care workers, new technology, advanced manufacturing, and the shift to a knowledge-based economy all increase the demand for graduates with strong technical, digital, and professional skills. As a leading polytechnic, Conestoga helps prepare the workforce that supports Ontario's economy, strengthens communities, and helps people achieve greater stability and opportunity.

The environment for colleges is getting more complicated. Changes in international student policies, limited public funding, higher operating costs, demographic changes, and greater expectations for accountability mean colleges must balance academic quality with financial stability. Employers want graduates with technical skills as well as adaptability, problem-solving, communication, and digital skills. To meet these needs, the college must diversify enrolment, recruit more domestic students, update the curriculum and program delivery, offer more flexible learning options, and keep academic programs aligned with new job market trends.

For Conestoga, these challenges also bring important opportunities. Labour market forecasts indicate steady demand across many of the college's key program areas, including skilled trades, advanced manufacturing, engineering, health care, information technology, cybersecurity, early childhood education, logistics, and other STEM fields. By working closely with employers, industry, government, and community groups, the college can keep its programs relevant, help graduates stay employable, and continue to support economic growth in the region and province.

This Academic Plan lays out a three-year roadmap that connects college planning to academic excellence with student success, workforce development, sustainability, and community impact. It sets a clear strategy for academic planning, resource use, program updates, quality checks, and evidence-based decision-making. During this time, the college will continue its commitment to great teaching, new ways to deliver programs, strong student support, and ongoing improvement. Every academic decision will help students succeed and support Conestoga's long-term success.



Academic Vision

Conestoga's academic vision is to offer outstanding hands-on learning that helps students succeed in their studies, careers, and personal lives, while also supporting the economy and community well-being. Our goal is to be one of Ontario's top polytechnics, where students develop the skills they need to succeed in a fast-changing world.



Academic Mission

Conestoga's academic mission is to prepare graduates for success in a world that is more complex and driven by technology. We do this through creative teaching, programs that match workforce needs, hands-on research, and strong student support, all aimed at helping students, communities, and the economy thrive.



Academic Goals

The college plays a key role in developing talent, encouraging innovation, supporting economic growth, and building stronger communities. As a polytechnic institution in Ontario, we need to stay committed to academic excellence, student achievement, meeting workforce needs, and long-term stability.

OVER THE NEXT THREE YEARS, THE COLLEGE WILL:

- ✓ Improve student retention, graduation, and employment outcomes.
- ✓ Enhance academic policy, quality, program relevance and modern delivery models.
- ✓ Support workforce development and regional economic priorities.
- ✓ Grow and stabilize domestic enrolment.
- ✓ Advance applied research, innovation, and industry partnerships.
- ✓ Enhance community impact and social responsibility.
- ✓ Invest in employee excellence and organizational capacity.
- ✓ Collectively work towards program financial sustainability.

Integrated Planning Framework

This Academic Plan gives Conestoga a clear way to respond to change while staying focused on its main goal of transforming lives through education. It shows how we will achieve academic excellence, help students succeed, support workforce growth, and keep the college strong from 2026 to 2029.

Throughout this planning period, we will make academic decisions based on our core principles and a team approach across the college. Student success will be our primary measure of progress. We will focus on academic quality, meeting job-market needs, financial stability, innovation, inclusion, and using evidence to guide our academic programs.



This plan works alongside the Strategic Plan, Business Plan, SMA4 priorities, workforce development goals, and the three-year enrolment and sustainability strategies. It also supports the college's Student Success Strategy, Accessibility Plan, Indigenous Success Strategy, Enrolment Management Framework, and Ontario's Strategic Mandate Agreement priorities.

The plan recognizes the importance of long-term financial sustainability and supports the college's future success. Strong finances help us maintain high academic quality, support student success, empower our employees, and meet our commitments to the communities and employers we serve.

The Academic Plan is based on seven key commitments. These support strong academic governance, high standards, student success, workforce development, community impact, long-term stability, and inclusion.

These commitments will guide our decisions, resource use, enrolment planning, program development, and ongoing improvements across the College from 2026 to 2029.

THEY ALSO ALIGN WITH THE MAIN GOALS FOR THE POST-SECONDARY SECTOR:

Improve Education and Economic Outcomes for Students

The province has linked institutional performance to measures including:

- Graduate employment
- Graduate earnings
- Graduation rates
- Work-Integrated Learning

These results directly support Conestoga's focus on student success and preparing students for the workforce.

Improve Outcomes for Communities

We aim to make a bigger difference in our community by focusing on:

- Workforce development
- Industry partnerships
- Applied research
- Innovation
- Regional economic development

Support Sector Stability and Accountability

The province has introduced measures designed to encourage:

- Stable domestic enrolment
- Financial sustainability
- Academic accountability
- Institutional differentiation

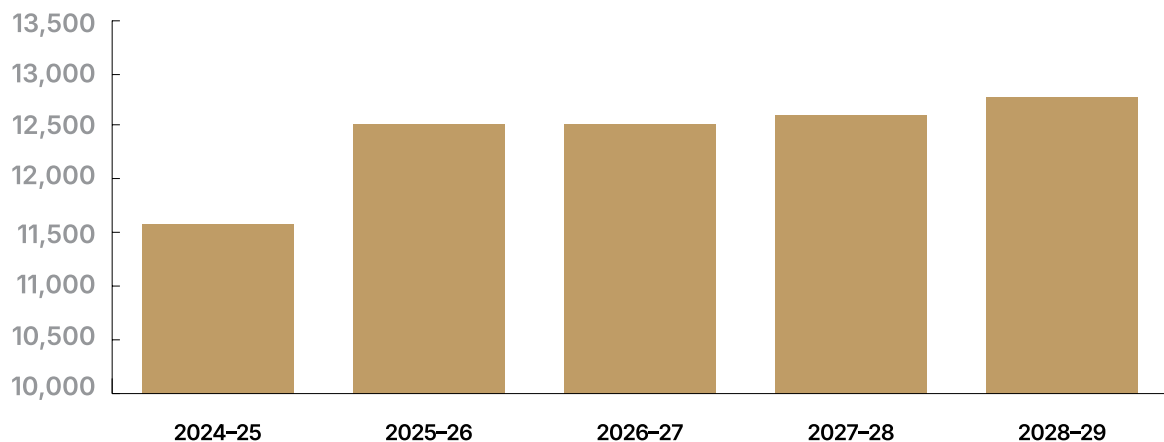
In addition, Ontario continues to invest in health and STEM programming to support economic growth in health care, advanced manufacturing, artificial intelligence, engineering, life sciences, and technology.

These priorities are reflected in this Academic Plan, the college's Business Plan and the Provincial Strategic Mandate Agreement. Looking ahead to the next three years is essential to the road forward and financial sustainability.

The table below outlines our domestic full-time equivalent (FTE) enrolment targets. Targets are modest in alignment with our three-year plan plan to stabilize, optimize and then grow domestically. International students are not included; however, we project an annual FTE of approximately 2,000-3,000 international students in each of the next three years, assuming Immigration, Refugees and Citizenship Canada (IRCC) policies remain unchanged.

DOMESTIC ENROLMENT TARGETS

Domestic full-time equivalent (FTE)



Our targets reflect a steady, responsible path to stabilization and growth while maintaining academic quality and financial sustainability.

Shaping the Future of Learning

Seven integrated academic commitments. One shared vision.

- ✓ Building student success
- ✓ Advancing academic excellence
- ✓ Strengthening communities
- ✓ Preparing graduates for the future of work

Driven by innovation, inclusion, sustainability, and workforce impact, Conestoga is creating learning experiences that empower students and support the long-term success of the region.



1.
Leadership &
Governance



2.
Student
Success



3.
Progressive
Programs



4.
Community
Impact



5.
Employee
Excellence



6.
Inclusion &
Sustainability



7.
Domestic
Growth

Our Commitments - Seven Integrated Academic Commitments



ACADEMIC COMMITMENT 1: LEADERSHIP AND ACADEMIC GOVERNANCE RENEWAL

Conestoga will foster a culture of evidence-based decision-making, accountability, transparency, and continuous improvement to strengthen academic quality and institutional effectiveness. Academic governance processes will be enhanced to support timely, informed decision-making, while academic policies and procedures will be modernized to improve consistency, efficiency, and responsiveness.

Quality assurance will continue to be embedded throughout the academic lifecycle, ensuring continuous program evaluation, curriculum renewal, and alignment with student, employer, and labour market needs. Implementation of the College Quality Assurance Audit Process recommendations and data-informed planning will guide decisions related to program development, enrolment management, resource allocation, and student success.

Key initiatives include implementing an Academic Sustainability Framework to assess program viability, refining the Program Scorecard to measure performance and sustainability, and expanding Board reporting to provide transparent performance metrics that support strategic planning, accountability, and continuous improvement.



ACADEMIC COMMITMENT 2: STUDENT SUCCESS AND GRADUATE OUTCOMES

Student success is the foundation of this Academic Plan and will continue to serve as the college's primary measure of effectiveness. Over the next three years, Conestoga will focus on student retention, progression, graduation rates, employment outcomes, and the overall student experience.

The college will strengthen student retention through the development of a comprehensive student success strategy focused on the supports and services that are most impactful in increasing student persistence. At Conestoga, student persistence is considered an institutional responsibility and as such, this strategy will guide the evolution of student support services to address the increasingly diverse and complex needs of students, including mental health and wellness resources, accessibility supports, financial wellness services, Indigenous student supports, and transition programming for both domestic and international learners.

Career readiness will remain a key priority. The college will continue to provide opportunities for work-integrated and experiential learning, employer engagement, and career development programming. These initiatives will help ensure that graduates are prepared not only for employment but also for long-term career success in rapidly changing industries.

Progress will be measured through retention rates, graduation rates, graduate employment outcomes, student satisfaction, and participation in experiential learning opportunities.



ACADEMIC COMMITMENT 3: PROGRESSIVE ACADEMIC PROGRAMS

Maintaining a relevant and sustainable academic portfolio is essential to supporting both student success and institutional sustainability. Conestoga will continue evaluating and refining its program offerings to ensure alignment with labour market demand, student interest, performance, and strategic priorities.

All academic programs will continue to undergo regular review using comprehensive quality assurance processes (including the Academic Sustainability Framework, Annual Program Reflections, Major Program Reviews) that together consider enrolment trends, graduate outcomes, labour market demand, program viability, and strategic relevance. Programs demonstrating strong performance and growth potential will be prioritized for investment and expansion, while programs facing challenges will be subject to renewal, redesign, consolidation, or other appropriate interventions.

Curriculum modernization will be accelerated across the institution. Emerging technologies, artificial intelligence, digital competencies, and experiential learning opportunities will be integrated throughout programs to ensure graduates are prepared for the future of work.

Conestoga will also continue to strengthen its digital learning environment by offering flexible delivery models, monitoring robust quality standards for online learning, and increasing the use of learning analytics to support student achievement.

New program development will focus on high-demand sectors, including skilled trades, healthcare, advanced manufacturing, engineering technologies, STEM disciplines, digital technologies, and applied business education.

Success will be measured by program viability indicators, successful program pathways, and completion of program and curriculum review and renewal activities.



ACADEMIC COMMITMENT 4: COMMUNITY IMPACT AND WORKFORCE DEVELOPMENT

As a polytechnic institution, Conestoga's success is closely linked to the success of the communities and industries it serves. The college will continue to strengthen partnerships with employers, community organizations, government, and industry leaders to enhance workforce development and support regional and provincial economic growth.

Industry advisory committees will continue to play an important role in informing curriculum development and program renewal. Partnerships with employers will expand opportunities for experiential learning, applied projects, workforce development initiatives, and graduate employment.

Applied research activity will continue to act as a key differentiator for the institution. The college will continue to support faculty participation in applied research, pursue external funding sources, and create additional opportunities for student engagement in research and innovation projects.

Success will be measured by applied research revenue, number of industry partnerships, and student participation in research and commercialization initiatives.



64%

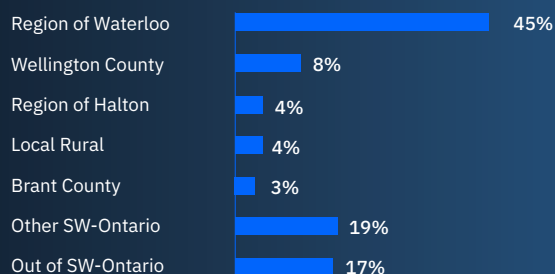
of domestic enrolment is from the local communities we are situated



90%

of our domestic students are under the age of 30, preparing the next generation.

WHERE OUR DOMESTIC STUDENTS COME FROM



Our students strengthen local communities and build the workforce of tomorrow.



ACADEMIC COMMITMENT 5: EMPLOYEE EXCELLENCE AND TEACHING LEADERSHIP

Teaching excellence remains central to Conestoga's identity as a leading polytechnic institution. As technology continues to transform teaching and learning, the college will support employee development and instructional innovation to strengthen the student learning experience.

Teaching and learning will be supported through professional development opportunities, innovation grants, communities of practice, and ongoing access to instructional design expertise and support. These investments will strengthen teaching effectiveness and encourage the adoption of evidence-based educational practices.

Artificial intelligence (AI) provides evolving tools that can enhance teaching, learning and assessment practices. As a strategic imperative, AI will be integrated thoughtfully and responsibly across teaching, learning, and curriculum development. The college will establish clear guidelines for ethical AI use while promoting AI literacy among students and employees. Programs will increasingly incorporate AI-related competencies to ensure graduates are prepared for technology-enabled workplaces.

Performance indicators will include employee participation in developmental and research activities, AI integration across programs, and student satisfaction with teaching and learning.



ACADEMIC COMMITMENT 6: INCLUSION, INDIGENOUS RECONCILIATION AND SUSTAINABILITY

Conestoga is committed to fostering learning environments where all students feel welcomed, respected, supported, and empowered to succeed. Inclusion and belonging are fundamental to academic excellence and student success.

The college will strengthen Indigenous education and student success through community partnerships, and student support services. Efforts to improve equity and accessibility will focus on removing barriers to participation, promoting inclusive teaching practices, and strengthening student belonging initiatives.

Sustainability will be integrated throughout academic programming and institutional operations. Campus sustainability initiatives will support the development of environmentally responsible graduates and contribute to broader institutional sustainability goals.

Progress will be measured through student satisfaction, Indigenous student success outcomes, accessibility measures, and faculty engagement metrics.

INDIGENOUS EDUCATION & STUDENT SUCCESS



COMMUNITY PARTNERSHIPS

Building strong, respectful relationships with Indigenous communities.



INDIGENOUS STUDENT SUPPORT

Providing culturally safe support services and resources that empower Indigenous learners.



STUDENT SUCCESS

Creating equitable pathways and opportunities for Indigenous student achievement.



ACADEMIC COMMITMENT 7: DOMESTIC ENROLMENT GROWTH AND ACADEMIC SUSTAINABILITY

Given the shift in international student enrolment patterns, continuing to strengthen domestic enrolment has become a strategic imperative for the college. A sustainable enrolment model is essential to ensuring academic vitality, financial resilience, and continued investment in student success.

The actions and initiatives of all previous academic commitments will support the college's overall enrolment strategy, which will unfold in three phases. During the first year, efforts will focus on stabilization through the consolidation of program offerings and intentional planning of start dates by term to maximize enrolments.

The second year will focus on optimizing capacity through improved applicant conversion rates, enhanced student retention, and strengthened pathway opportunities.

The third year will emphasize growth by launching new programs, diversifying learner segments, expanding lifelong learning and continuing education opportunities, increasing domestic market share, and refining the overall academic portfolio.

To support evidence-based decision-making, Conestoga's Academic Sustainability Framework will evaluate programs through a program scorecard approach. Measures will include student experience, graduate outcomes, labour market demand, student demand, financial contribution, strategic importance, domestic enrolment growth, contribution margin, faculty utilization, and space utilization.

This framework will help ensure that academic investments align with institutional priorities and long-term sustainability objectives. This will require a coordinated approach with all academic areas, marketing, recruitment, student services and other services that support the success of academic programming.

Academic Quality Assurance and Risk Management

Maintaining academic quality remains a cornerstone of Conestoga's institutional reputation and student experience. The college will continue to operate a comprehensive quality assurance framework to track progress towards each of our seven commitments as outlined below.

Measuring What Matters

Key indicators of our progress.

STUDENT PERSISTENCE

First-to-second year college persistence rate

Target
78%

CAREER READINESS

Graduate-related employment rate

Target
83%

TEACHING EXCELLENCE

Student satisfaction with teaching and learning

Target
80%

QUALITY ASSURANCE

Major Program review completion rate

Target
100%

At the same time, the institution recognizes several significant risks that require ongoing monitoring and mitigation. These include enrolment volatility, financial sustainability challenges, workforce alignment concerns, technology disruption, student success outcomes, and reputational risk. Annual risk assessments using the Resolver® Risk Management System and mitigation strategies will be developed and monitored through the risk registry.

OBJECTIVES, INITIATIVES AND SUCCESS MEASURES

1. Leadership and Academic Governance Renewal

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Academic Governance	Strengthen academic governance processes to improve accountability, oversight, and academic decision-making.	- Governance policy review completed - Acceptance of Academic Board Report - Academic Sustainability Framework created and implemented
Policies & Procedures	Modernize the administration of academic policies and procedure to improve consistency, compliance, and efficiency.	- Number of policies updated annually - Policy review completion rate (target 100%)
Data-Informed Decision-Making	Expand the use of dashboards, scorecards, and analytics to support planning and performance improvement.	- Creation of Program Scorecard V2 - Leadership participation in dashboard training (target 100%)

2. Student Success and Graduate Outcomes

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Student Persistence	Implement a comprehensive Student Success Strategy focused on the supports and services that are most impactful in increasing student persistence.	- Student Success Strategy created and implemented - First-to-second year college persistence rate (target 78%) - Graduation rate (target 70 to 80%)
Student Well-Being	Enhance student well-being through coordinated mental health, accessibility, financial wellness, Indigenous student services, and student engagement initiatives.	Satisfaction with support services (target 70%)

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Career Readiness	Strengthen career development programming to ensure graduates are workforce-ready through experiential learning and career preparation initiatives.	• Student satisfaction with program related knowledge and skills (target 90%) • Graduate related employment rate (target 83%)
Experiential Learning	Reinforce experiential learning opportunities through work-integrated learning, co-operative education, applied projects, and industry mentorship.	• Experiential learning participation rate (target 75%) • Student satisfaction with work-integrated learning experiences (target 90%)

3. Progressive Academic Programs

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Academic Portfolio Renewal	Review and optimize the academic program portfolio to ensure alignment with labour market demand, enrolment trends, financial sustainability, and strategic priorities.	• Number of programs submitted to Ministry for revision, suspension, or cancellation • Decrease in the percentage of programs in the Review category of Program Scorecard
Academic Innovation	Foster innovation through new program development, interdisciplinary programming, industry partnerships, and emerging delivery models.	• New program development • Industry Program Advisory Committee members supporting curriculum
Curriculum Renewal	Modernize curriculum by embedding Artificial Intelligence, digital fluency, sustainability, critical thinking, entrepreneurship, and global competencies across programs.	• Annual Program Reflection completion rate (target 100%) • Programs incorporating AI competencies (target 100%)
Quality Assurance & Continuous Improvement	Strengthen program review, curriculum review, accreditation management, learning outcomes assessment, and continuous quality improvement processes.	• Major Program review completion rate (target 100%) • Accreditation success rate (target 100%) • Quality assurance recommendations implemented

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Flexible & Digital Learning Excellence	Expand high-quality flexible learning through advanced entry pathways, online quality standards, learning analytics, simulation technologies, and innovative educational technologies.	• Student enrolments in online programs • Student enrolments in advanced entry pathways • Student use of eConestoga What-if Grades Calculator tool • Proportion of eConestoga course sections containing all 10 Essential Elements (target 100%)

4. Community Impact and Workforce Development

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Industry Partnerships	Expand strategic partnerships with employers, industry associations, government agencies, and community organizations to support workforce development and student success.	• Number of industry partners engaged in applied research projects
Applied Research & Innovation	Maintain applied research activity that supports industry innovation, commercialization, and community problem-solving.	• Research funding secured • Number of applied research projects (target 145 projects) • Number of industry-sponsored research projects
Entrepreneurship & Innovation	Foster an entrepreneurial culture through innovation programming, industry collaboration, and student entrepreneurship opportunities.	• Student participation in applied research • Student start-up or commercialization initiatives (target 100/year)
Workforce Development	Align academic programming with regional and provincial workforce priorities while strengthening work-integrated learning and employer collaboration.	• Number of employer partners supporting WIL/Experiential Learning • Co-op employer satisfaction with overall student performance
Economic Development	Support regional economic growth through workforce solutions, innovation partnerships, entrepreneurship, and knowledge transfer.	• Increase in the value of custom training solutions provided to external partners
Academic Cooperations	Explore strategic academic collaborations with other colleges and universities that strengthen community and workforce development.	• Report on conversations, progress and/or barriers

5. Employee Excellence and Teaching Leadership

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Teaching Excellence	Strengthen teaching effectiveness through evidence-based instructional practices, learner-centred pedagogy, and continuous improvement.	• Faculty participation in teaching development • Student satisfaction with teaching and learning (target 80%) • Teaching excellence recognition and awards
Academic Leadership Development	Expand leadership development opportunities for academic administrators, program coordinators, and faculty leaders to strengthen academic planning and organizational effectiveness.	• Leadership development participation • Employee engagement among academic leaders
Professional Learning	Increase access to professional development that supports instructional excellence, curriculum innovation, digital pedagogy, and quality assurance.	• Professional development participation rate • Employee satisfaction with development opportunities
Artificial Intelligence & Digital Readiness	Prepare faculty to effectively integrate artificial intelligence, educational technologies, and digital learning practices into teaching and curriculum.	• AI integration across academic programs to increase year over year • Provision of faculty AI training opportunities
Research, Scholarship & Innovation	Encourage faculty participation in applied research, scholarship, curriculum innovation, and industry collaboration to strengthen academic excellence and student learning.	• Faculty participation in applied research • Number of Conestoga New and Emerging Research Grants (CNERG) awarded

6. Inclusion, Indigenous Reconciliation and Sustainability

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Commitment to Accessibility	Strengthen accessible learning environments, services, technologies, and supports to remove barriers to student success.	• Compliance and completion of initiatives in the Accessibility Plan (target 100%) • Student satisfaction with accessibility services (target 72%)
Indigenous Reconciliation	Advance Indigenous reconciliation through partnerships, student supports, cultural learning opportunities, and community engagement.	• Increase Indigenous student graduation rates • Increase indigenous community member engagement in Indigenous Education Council activities

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Universal Design for Learning (UDL)	Expand the use of Universal Design for Learning principles to support faculty in adopting inclusive, culturally responsive, and learner-centred teaching strategies that promote equity and belonging.	• Increase programs implementing UDL principles by 25% • Faculty participation in UDL/ inclusive teaching professional learning
Sustainability	Integrate Sustainable Development Goals to support meaningful, inclusive, and sustainable learning.	• Programs implementing sustainable design/ delivery practices
Student Belonging & Inclusion	Foster a culture of belonging by strengthening engagement, student supports, and inclusive campus experiences with culturally appropriate supports that contribute to student well-being and success.	• Student satisfaction with campus climate (target 80%) • Supports confirmed and reported

7. Domestic Enrolment Growth and Academic Sustainability

PRIORITY	KEY ACTIONS/INITIATIVES	KPIS / METRICS
Year One – Stabilization (2026–27)	Consolidation of program offerings and intentional planning of start dates by term to maximize cohort sizes and improve efficiencies.	• Number of program campus offerings stabilized • Domestic enrolment stabilized
Year Two – Optimization (2027–28)	Improve applicant engagement and conversion, student persistence and pathways to optimize existing institutional capacity.	• Offer acceptance rate (target 30%) • Program fill rate (target 65%) • First-to-second term student persistence (target 88%)
Year Three – Growth (2028–29)	Increase enrolment in priority workforce sectors through targeted program expansion, expanding supports for lifelong learning and emerging learner populations.	• Domestic enrolment growth (target 1-2%) • Continuing education enrolment growth (target 1-2%) • Improvement in financial sustainability indicators



Plan Reporting and Performance Measurement

To make the Academic Plan work well, we need to measure our progress carefully, stay accountable, and keep improving. We will use an Academic Dashboard-type report that connects to the college's main plans and priorities. This dashboard will give senior leaders and the Board of Governors up-to-date, evidence-based information to help inform decisions, oversee strategy, and allocate resources.

We will report on our performance every year and review some key indicators more often if needed. The dashboard will track both early signs and final results, helping the college spot new trends, see what is working, and make changes when necessary. Together, these measures will give a full picture of how we are doing in academic excellence, student success, community impact, employee experience, inclusion and program-related financial health.

All these reporting measures give the Board and senior leaders a clear way to see how we are aligning to the Strategic Mandate Agreement and moving toward our goals in the Academic Plan and Student Success Strategy. By linking performance measurement to planning and ongoing improvement, the college will stay accountable, be more transparent, and keep academic decisions focused on great results for students, employers, communities, and the province.



Our Purpose

Empowering learners,
strengthening
communities and
shaping a better
future together.



CONESTOGA
COLLEGE