



# Our time is now.

Nova Scotia Community College  
Strategic Plan

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NSCC is located in Mi'kma'ki, the unceded territory and traditional homeland of the Mi'kmaq Nation. Our relationship is based on a series of peace and friendship treaties between the Mi'kmaq Nation and the Crown, dating back to 1725.

As Treaty beneficiaries, we recognize that we are all Treaty People.

Cover:  
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# Message from the President



Our job, as we see it, is not just to educate and support the next generation of trailblazers of Nova Scotia – but to help shape the rapidly changing communities in which they will lead.

## Our environment.

The world has been rocked. The global pandemic, crises of climate and social justice, and the acceleration of digital adoption have all created uncertainty and discomfort with the status quo. With widening economic and social divides, acute skills shortages in all sectors and social unrest within our communities, there is no shortage of variables challenging an organization's ability to plan for the future.

## Our opportunity.

The glass, however, is half full.

The world, after a massive reset, is ripe for innovation and collective, positive change. If we were waiting on the ideal moment for NSCC to rise and solidify our leadership role within the province of Nova Scotia, that time is now. Our province needs NSCC to fire on all cylinders. We understand, accept and embrace this call to action.

Ray Ivany, during his tenure as President of NSCC a quarter of a century ago, posed the question, "What kind of college does Nova Scotia need?" At the time, Ray was able to work with our partners to imagine and build a structure that not only was able to address the challenges and opportunities of the day, but allow for us to be nimble enough to adapt for the future.

So, I ask the same question today: What kind of college does Nova Scotia need?

This strategic plan outlines our quest to achieve the quintessential balance of exhibiting stability to execute necessary agility. The notion of seeing stability and agility as complementary, and not oppositional attributes must continue to be embraced in the days, months and years ahead.

I believe the answer is in our very name: Nova Scotia Community College; a college **for** our communities, **in** our communities, **about** our communities. One that is poised to serve as the province's not-so-secret weapon to resurge into a fast-approaching and exciting future. A college that provides accessible, equitable, high-quality education and skills to each of our students, so that in turn, they can go on to ignite economic and social prosperity within their communities. A college that works with the employers, sectors and non-profits who help keep communities vibrant and strong.

## Our future.

We have the right foundation to build on. Our values are sound. Our mission and vision remain clear. They have provided a guiding light in these past few years of uncertainty, and they will continue to support us as we adapt and grow. Our institution is strong and resilient. We have expertise, processes, structures and ways of working that have allowed us, time and again, to respond to the needs of our province.

But keeping up is no longer enough; we must forge new paths that will allow us to break through and lead the way forward.

NSCC has firmly solidified ourselves as a strong, credible and trusted community partner that can be counted on to deliver high-quality programming that helps to build the skills and expertise needed to meet the changing requirements of industries and sectors within our communities. That work must continue to be leveraged, but our role in building stronger and more

resilient communities must expand for Nova Scotia to thrive as we meet the 4th Industrial Revolution head-on.

This will include redefining human capital on Nova Scotia's terms – where the value we place on our people goes beyond their ability to contribute to the economy; professional skills are essential but are all for naught if we are not also nurturing and fostering the aptitude and abilities necessary for our people to be civic-minded in a global environment increasingly fraught with volatility and uncertainty.

For if we have learned anything from the COVID-19 pandemic, it's that the health and wellness of Nova Scotians requires a collective response from all of society and all of our systems, and that our individual success is our collective success. We are simply stronger together.

Our track record is proof positive that NSCC can get things done. We can transform lives and communities, one learner at a time. With the sacred trust given to us by Nova Scotians, and the integrity they expect from us – we are ready to harness the opportunities to catapult Nova Scotia forward.

## In short, our time is now.

Don Bureaux, President, NSCC



Jillian Ejdrygiewicz  
Marine Geomatics

Iago Gradin  
Oceans Technology

# Learning for a digital world

The rapid acceleration of digitization and adoption of technology are game changers – and the biggest disruptors – creating the most opportunity for the communities and industries we serve.





**Jerusha Young-Connor**  
Cool Climate Wine  
and Viticulture



**Alyssa Melanson**  
Business Administration

**James O'Connell**  
Game Development

## Teaching for the future

Our College was built on a simple but powerful foundation: learning ignites the potential of individuals, industries and communities.

At its best, learning is an act of service, and at NSCC, we are a community of lifelong learners in service to the future of our province.

Our entrepreneurial and innovation mindset drives us to continually reimagine what learning at NSCC can be – and we focus our evolution to respond to the world around us.

As student needs, communities and industries change, so must we. Our learning design will break the mold; it must be even more sharp, student-centred, work-embedded, technologically-enriched and community-responsive. Whether learning deep in the forest or connected in a virtual space, we will rise to the challenge of emerging needs and opportunities – always learning and deploying the latest pedagogies.

### Shifting realities in a digital world.

The rapid acceleration of digitization and adoption of technology – like 5G, augmented reality and smart cities – are game changers, and the biggest disruptors creating the most opportunity for the communities and industries we serve.

If we look at the rapid evolution of digitization and its

impact on our interconnectedness over the course of the last two years, there are two distinct insights. The first is that digitization and advancements in technology played an integral role in sustaining our global economic and social systems during the most significant public health crisis we have experienced in the last century. The second is the direct acknowledgement of the spotlight shone on the gaps and inequities resulting from a lack of digital access.

The World Economic Forum refers to this as the “duality of the digital world” in its 2022 global risk report – where countries and regions with larger GDP were wrapping their heads around cybersecurity threats, and in contrast equity-seeking communities and other countries faced overwhelming digital inequity and disconnectedness.

We saw this inequity in Nova Scotia during the rolling lockdowns with each new COVID-19 variant. Where one segment of our population had seamless access to telehealth, online school, remote work opportunities and virtual connectivity to friends and loved ones, another segment of our population simply and devastatingly did not. Pat Gelsinger, CEO of Intel, has perhaps best described how governments and organizations in leadership roles can help reconcile these two conflicting paradigms; by “driving tech to be a force of good”.

Our relationship with digitization goes beyond how, when and where we offer our programming and integrate technology into our teaching. As Gelsinger

noted, technology will not only inform the way each of our sectors operate their business, but it will continue to dramatically influence and change society.

Digitization means we support community and industry adaptation to and of new technology, as digitization provides a tremendous opportunity for innovation and skills development – allowing Nova Scotia to compete and be a viable player on the global stage.

Digitization also means that we, as a College, embrace digital practices and expertise, and that we have the systems and platforms we need to operate fully in this realm.

### NSCC is the future of learning.

We believe in learning that is inclusive of the diverse voices and experiences reflected in our learning communities. Equity-centered teaching and learning practices are imperative. Passionate faculty and staff across the College have already led the way in implementing teaching and learning practices like Universal Design for Learning (UDL). Transformational expectations, like the Truth and Reconciliation Commission of Canada’s Calls to Action and

Nova Scotia’s Accessibility Legislation, urges us to lead again by building on UDL and prioritizing the implementation of decolonized practices that are culturally and linguistically responsive.

Our commitment to fostering relationships goes beyond our commitment to one another – it must also extend to our planet; our lands and our oceans. We will heighten our sense of purpose and develop skills for a sustainable, green future through land- and ocean-based learning and programming that emphasizes climate-change action. Learning that serves sustainability is a necessary act of reconciliation, and we are united in disrupting climate change.

We’ve always known that the best learning is personal. We are deeply rooted in relationships, in a sense of community, in collective purpose, and we’re proud of those roots; they define learning at NSCC and must continue to inform our direction.

Equipped with our vision, our mission, our promise and our values, we know who we are, and we are ready to prepare our learners and our communities for what’s next in a digitized future.

Connection to people and the needs of our province has always been our strength – digitization has simply unleashed our potential. We’ve only just begun to imagine the ways in which we can transform learning.





# Vision, mission, promise and values

Our vision, mission, promise and values are a reflection of who we are and what we do. They are the guiding principles in our role in building a prosperous future for Nova Scotia.



## Our vision

Transforming Nova Scotia  
one learner at a time.

## Our mission

Building Nova Scotia's economy  
and quality of life through  
education and innovation.

## Our promise

To empower those who strive to  
know more, do more, be more.

## Our values

NSCC is uniquely built to adapt to the opportunities and challenges of our time – but that adaptability must be contingent on our ability to act quickly and decisively. If rooted in our values and principles, these actions and decisions will firmly position our College as the unquestionable pillar and guidepost for our communities.

### Accessibility

We commit to opening pathways and providing equitable opportunities for students to engage fully in our programs and services.

### Diversity

We are intentional in our efforts to build diversity as a core strength. We recognize diversity of knowledge, worldview and experience as an asset and a key driver of success in advancing innovation, creativity and excellence.

### Employee success

We believe that engaged people make the difference in our environment of continuous learning. Teamwork and creativity are encouraged and innovation is expected to ensure the success of our students and our organization.

### Inclusion

We are committed to creating a culture of genuine inclusion that is free from discrimination and harassment and where our students, employees and the communities we serve are treated with fairness, dignity and respect.

### Innovation

We believe there is always a better way. We find it by inspiring curiosity, openness and creativity in the pursuit of excellence.

### Public accountability

We work with integrity in every area of the College and believe we must be fundamentally accountable for the public's trust in all that we do.

### Safety

NSCC is dedicated to ensuring the health and safety of our students and employees. We're committed to working collaboratively to foster a culture of safety and improving safety practices across the organization.

### Student success

We empower students through applied learning, services and supports to propel them on their way to career success and fulfilment.

### Sustainability

We commit to the continuous development of the social, economic, cultural and environmental sustainability of the College and our communities.

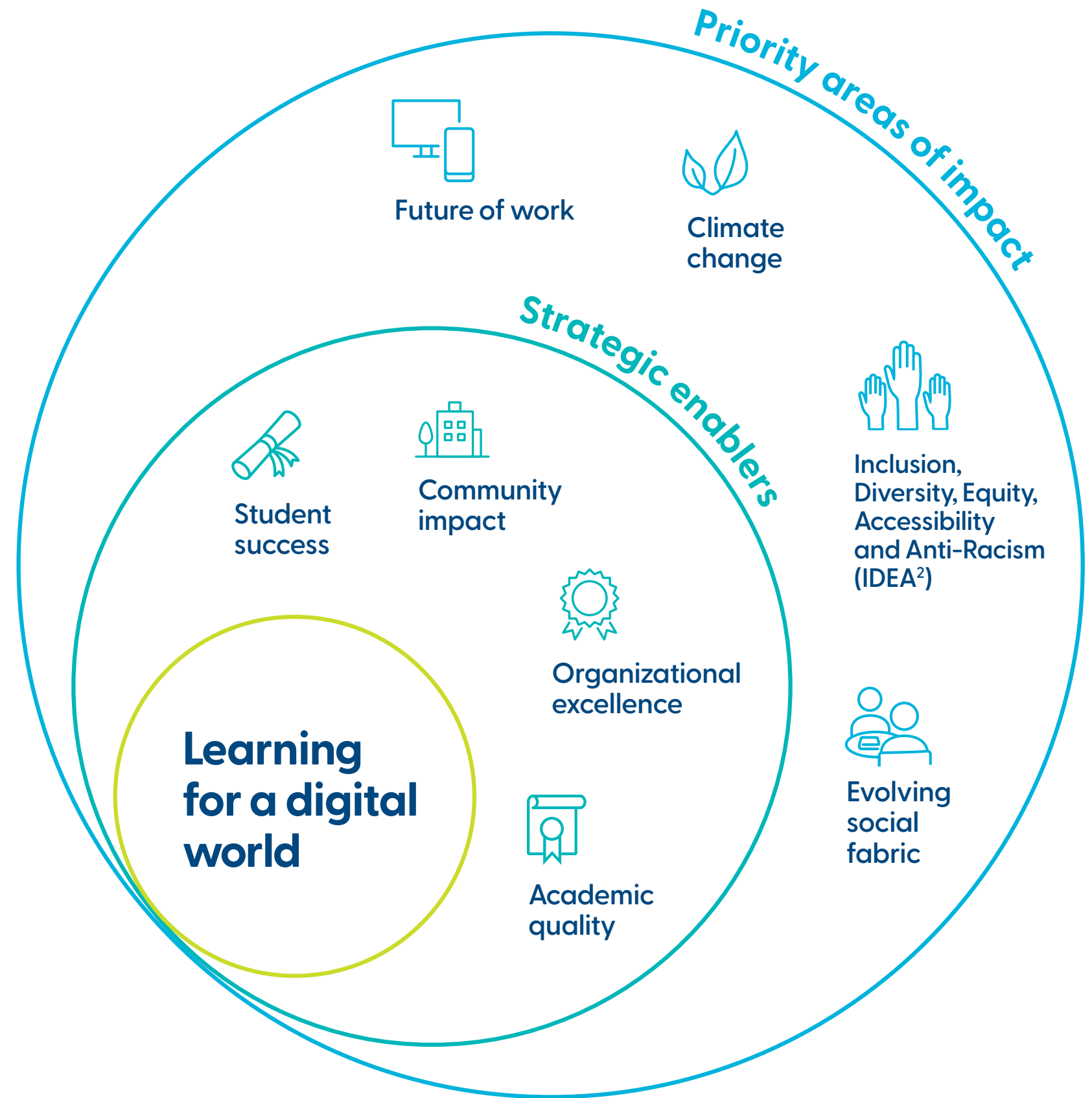


# Strategic direction at a glance

The College is entering a new era, and it's time to map out a bold direction. Our strategic plan outlines dynamic ideas, great enthusiasm and a robust desire to be a part of the solution in readying Nova Scotia to forge ahead in a post-pandemic economy. We must create an environment that allows us to accelerate our decisions and actions – allowing us the ability to be daring, aggressive and take risks while working for the betterment of our community.

To accomplish this, we are moving forward guided by our **strategic enablers** – the foundation of our operations – while focusing on key challenges facing our province and developing solutions within four pivotal **priority areas of impact**.

Together, these create a framework for the opportunities and challenges of today and tomorrow.





## Strategic enablers

Our four strategic enablers inform our approach and allow us to lead and traverse through the tests and trials of our time. Guideposts that were once aspirational have transitioned to being operational.



**Stephen Stewart**  
Faculty, Welding

**Helena Mabbett**  
Welding



**Sheri Williams**  
Manager, Entrepreneurship

**Bradley Sheppard**  
Student Services Advisor and  
African Canadian Supports



# Strategic enablers: Guiding our every day

In our previous strategic plan, “Here & Now”, we identified four aspirational pillars that would centre our operations. These pillars remain solid; so much so that they’ve evolved to serve us once again in this plan as four strategic enablers informing our approach and allowing us to lead and traverse through the tests and trials of our time. This is a positive reflection of our College’s growth and evolution; guideposts that were once aspirational have transitioned to being operational. These enablers include:

## Student success

### Services and supports

NSCC is committed to ensuring every student has access to a vibrant experience designed to support their learning needs at every stage of their careers and throughout their lives. To build on our accomplishments, we will continue to focus on:

- Enhancing advice and support
- Increasing financial assistance
- Improving processes and systems
- Fostering student wellbeing and growth

## Community impact

### Outreach and impact

NSCC is committed to accelerating student and community innovation and entrepreneurial capacity. NSCC is committed to the success of Nova Scotia’s diverse students, cultures and communities. To build on our accomplishments, we will continue to focus on:

- Prioritizing Truth and Reconciliation with Indigenous communities
- Enhancing applied research
- Accelerating community innovation
- Empowering diverse communities
- Expanding strategic sectors

## Organizational excellence

### People, process and infrastructure

NSCC is committed to ensuring all our students and employees have the resources, systems and supports they need to learn, strive and thrive. To build on our accomplishments, we will continue to focus on:

- Improving employee wellbeing and growth
- Investing in technology
- Strengthening policy, planning and accountability
- Enhancing safety and sustainability
- Investing in employee success

## Academic quality

### Mix and quality

NSCC is committed to serving the province’s changing labour market needs by providing innovative, relevant and accessible programming to Nova Scotia’s diverse communities. To build on our accomplishments, we will continue to focus on:

- Strengthening academic processes and systems
- Enhancing access to education
- Ensuring program quality
- Ensuring teaching and learning excellence



## Priority areas of impact

There are complex issues facing our province that provide opportunities and present challenges for which we will pursue solutions. These solutions will be defined on Nova Scotia's terms and will become our four priority areas of impact – areas in which we must play a leading and necessary role in positively affecting and improving the economic and social prosperity of Nova Scotia.





# The future of work

The 4th Industrial Revolution (4IR), proliferation of automation, a growing skills gap, virtual workplaces and the pandemic are all factors shaping the future of work. This acceleration has forced higher education into a new reality; a landscape that includes emerging virtual technologies, new online learning opportunities, more program choices, and higher student expectations as the world and nature of work quickly evolves.

In particular, the World Economic Forum reports that automation and technology could displace up to 85 million jobs world-wide in the next five years and at the same time create 97 million new roles that are adapted to a new work environment. In what may seem counterintuitive, automation is also helping to rehumanize work. Human skills such as problem solving, interpersonal connection and creativity are

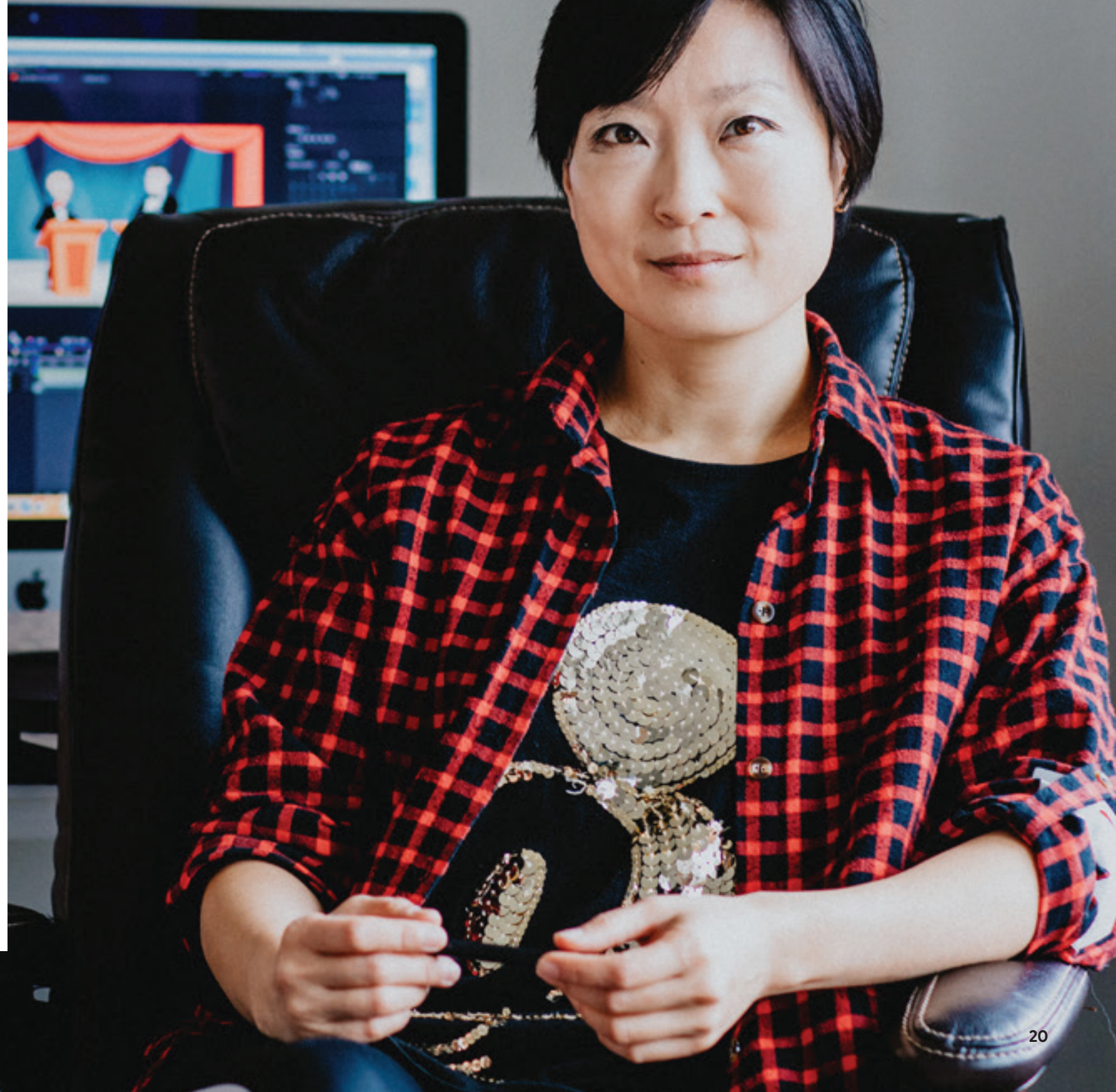
becoming more important – particularly as we witness a more volatile political landscape. Further, the pandemic has also precipitated lasting changes when it comes to work. According to Bain & Company, 58% of workers across 10 major economies feel the pandemic has forced them to rethink the balance between their work and their personal lives.

Nova Scotia is experiencing these trends in real time. The impact of the digitization of global workplaces has resulted in a large influx of ex-pats and new residents, who are thriving professionally while seeking greater quality of life within Nova Scotia's rural landscapes. As well, technology is proving to be a great equalizer in helping our equity-seeking communities access higher education and achieve stronger participation in the labour market.

**Goal:** Educate and empower a diverse skilled workforce to help Nova Scotia compete in a quickly changing, post-pandemic global economy.

To achieve this goal, NSCC commits to:

- Ensuring the rapid development and delivery of quality programming in a flexible and accessible manner to help fill the skills gap and meet the needs of our changing economy.
- Defining the future of work at NSCC through an agile workforce planning framework that is responsive to current and future business operations, and a leadership framework that develops and supports human centric leaders.
- Modernizing NSCC's foundational technology infrastructure to allow for the expansion of learning technologies, greater work flexibility and improved security.





Our commitment to fostering relationships goes beyond our commitment to one another – it must also extend to our planet.

Monumental environmental forces across the globe are reshaping the opportunities and risks facing post-secondary institutions as they steward their future success. These forces include worsening climate change, acceleration to the low carbon economy, and the growing intersection between social equality and environmental sustainability.

Nova Scotia has not escaped these environmental impacts and despite our small size and stature, we've emerged as a world leader. NSCC has contributed greatly to this positioning by making substantial gains on greenhouse gas reductions

and overall sustainability across our campuses. In recent years, the College has been a top performer among colleges worldwide, including being listed among the top 10 post-secondary institutions in Canada.

We know that combatting climate change creates jobs and new industries, and to help foster this growth NSCC must amplify our environmental efforts and further align our programming and research to this growing imperative.

Our role must also extend beyond our proverbial four walls, seeking opportunities to provide leadership, support and resources throughout our communities to allow for greater, more collective efforts to address climate change.

**Goal:** Leverage NSCC's environmental sustainability leadership to serve as a catalyst for the integration of climate change in programming and learning, and reducing greenhouse gas emissions in our communities.

To achieve this goal, NSCC commits to:

- Developing and implementing a Climate Change Action Plan that demonstrates NSCC's continued leadership in climate change mitigation, adaptation and education within the College and our communities.
- Integrating the United Nations' 17 Sustainable Development Goals into all aspects of our institution to expand

our leadership position in sustainable development and environmental preservation.

- Helping Nova Scotians both prepare for climate change-related careers and corresponding sector disruptions, as well as helping our communities respond to emerging climate opportunities and threats.







# Inclusion, Diversity, Equity, Accessibility and Anti-Racism (IDEA<sup>2</sup>)

Jonathon Lloyd  
Disability Supports

Njeri Smith  
Business Administration

Jericho Padua  
Electronic Engineering  
Technician

Equity is our collective call to action. Our businesses need diverse, highly-skilled and well-trained employees ready to meet the pace of change facing the world. More importantly, every Nova Scotian deserves the chance to seek a better life and to work in a safe, equitable and inclusive workplace.

While economies around the globe work to recover from the pandemic, we must be cognizant that many communities have been disproportionately impacted. The recovery must shape a shared path to reconciliation and help to remove systemic barriers in all sectors and in all corners of the province. This work will not be performative, and we stand united as active advocates for change.

NSCC provides a strong, skilled and diverse workforce, along with opportunities for everyone to contribute to inclusive economic prosperity and to improve our quality of life for everyone.

The synergy of both these needs – one based in economics and the other in social justice – has further motivated NSCC to seek ways to honor and include the voices of Mi'kmaq, Indigenous, Black and African Nova Scotian communities, as well as other equity-seeking groups including persons with disabilities, women, members of the 2SLGBTQ+ community, people of color and immigrants. This is our distinct equity edge and the time for transformative change is now.

**Goal:** Grow and sustain a culture of excellence in equity, diversity, inclusion, accessibility and anti-racism that centres first-voice experience and promotes a just society for all through systemic transformational change.

To achieve this goal, NSCC commits to:

- Challenging the status quo to dismantle systemic racism and all forms of oppression by enhancing a culture of transparency and accountability to become “more comfortable with the uncomfortable” in pursuit of equity.
- Continuing to build a more diverse and accessible learning and working environment for all by ensuring equity,

safety, respect, dignity and inclusion are firmly rooted as the heart and soul of the College.

- Diversify the workforce of tomorrow through the delivery of equity-centered programming designed for internal and external communities, partners and employers to build inclusive, anti-racist working and learning spaces that promote belonging for all.







# Evolving social fabric

We know that community is not a static concept or state. Geographically defined communities across the province grapple with changing demographics, housing and infrastructure challenges, seizing economic opportunities, etc. Equity seeking communities often face racism, bigotry, exclusion and worse.

Our traditional gathering places have vastly changed – service clubs, Tim Hortons’ breakfast chats and strawberry suppers have reinvented themselves as virtual communities, resulting in the unintentional gatekeeping of those without digital fluency. We have witnessed what happens when there is a lack of a shared feeling of community: polarization, feelings of exclusion and “otherness”, fear and mistrust.

Nova Scotia’s communities – and the well-being

of the individuals in them – are a priority for NSCC. We learned through the past few years of upheaval that a sense of community and belonging can support resilience and buffer us from the effects of a crisis. Belonging to a community, whether defined geographically, culturally, through shared interest or other is a key factor in wellness. In short, community matters.

NSCC must demonstrate its ability to shape the future of our communities, not just respond to them. We need to think differently about our place in community by expanding beyond our teaching and research functions, establishing ourselves as a leader in building a resilient social infrastructure by enhancing our organizational investments in community relationships, initiatives and structures that effectively contribute to a vibrant and sustainable province.

## Goal: Propel and foster the success of our communities through impactful relationships and innovative social infrastructure.

To achieve this goal, NSCC commits to:

- Leading as a community-based, anchor institution and vibrant focal point, to lead conversations and co-develop solutions with our partners for critical social and economic issues facing Nova Scotia.
- Accelerating our position as changemakers by mobilizing and strengthening our leadership role in the

business and innovation ecosystems and public policy priorities of our communities.

- Leveraging College and campus assets and resources to maximize learning, development and innovation for individuals and businesses in our communities.



Onya Hogan-Finlay  
Partner, OK Sea Salt

Kim Kelly  
Business Administration – Accounting  
Partner, OK Sea Salt



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NSCC empowers students through the most innovative, challenging and applied education you can get in Nova Scotia and beyond. They learn from expert faculty who have forged their own career success and what they learn is hardwired to industry. In this post-pandemic, digital-focused world, we prepare students to be future-ready.

We will move our province forward. Our time is now.



mscc