



# SHAPING THE FUTURE OF POSTSECONDARY EDUCATION IN THE NORTH THROUGH AN UNPARALLELED MODEL

Business Plan 2025-2028



NOVEMBER 2025

# Table of Contents

---

Acknowledgements ..... 3

Message from the Executive Director ..... 4

Executive Summary ..... 5

Context ..... 6

Shaping CNF’s Future:  
From Consolidation to Northern Innovation (2021–2028) ..... 7

An Evolving Strategy for a Transformed Collège Nordique ..... 9

Strategic Goals ..... 10

Strategic Goal 1 ..... 11

Strategic Goal 2 ..... 21

Strategic Goal 3 ..... 24

Conclusion: A Unique Opportunity for Transformation in the North ..... 32

# Acknowledgements

---

Collège nordique francophone (CNF) gratefully acknowledges the support received from across the country from French-language postsecondary institutions, our community, our primary and secondary education partners, as well as the Government of the Northwest Territories (GNWT) and Canadian Heritage.

However, the College cannot overlook the deep concern caused by the recent reduction in federal funding, which directly weakens the capacity of Francophone postsecondary institutions in minority settings to fulfill their mission. Postsecondary education and training needs in northern Francophone communities are very real.

CNF remains grateful to the federal government for the support provided to date and sincerely hopes that this support will be restored and strengthened in the coming years, so that French-language postsecondary education in the North can continue to play a leading role in the territory's social, cultural, and economic development.

Finally, more than ever, Collège Nordique will need the solidarity of its partners, its community, and its allies across the country to continue raising the bar with limited resources.

# Message from the Executive Director

---



Collège nordique francophone is preparing to enter a new phase. In recent years, we have laid the foundations of a strong postsecondary institution, rooted in the North and driven by a constant commitment to innovation. Today, the time has come to turn that foundation into a true springboard for the future. The project presented here is new. It brings with it a structural shift, carefully designed and deeply rooted in the aspirations of our communities.

We are launching a three-stage plan — development, transformation, and anchoring — that fundamentally rethinks our role in the North. This is no longer simply about training: it is a vision. We are proposing fully personalized learning pathways that can respond to the unique realities of northern territories. We are creating a space where pedagogical innovation, recognition of prior learning, Indigenization, and technology are no longer add-ons, but the very foundations of teaching.

More than that, we want Collège Nordique to become a talent incubator and a hub of influence. This means supporting learners far beyond the classroom, offering them a community, networks, and meaningful projects, and amplifying their voices on the national and international stage. This project builds bridges: between languages, cultures, generations, and territories.

This is an ambitious plan, yes, but above all, a necessary one. It gives northern Francophones, newcomers, youth, and professionals either working or transitioning careers — the tools to learn, contribute, and thrive, right here. And it answers a simple but crucial question: how do we turn geographic challenges into collective strengths?

I am pleased to invite you to explore this proposal, which I believe will inspire both hope and concrete possibilities. CNF is ready to break new ground, and we know that to achieve this, the support of committed partners like you will be crucial.

With gratitude,

Patrick Arsenault  
Executive Director  
Collège nordique francophone

# Executive Summary

---

Collège nordique francophone (CNF) is at a strategic turning point in its development. Through an innovative approach tailored to northern realities, it stands out as a unique postsecondary institution, able to meet the needs of northern Francophones while fostering pan-territorial collaboration. With the support of institutional and governmental partners, CNF is pursuing ambitious growth structured around three major strategic goals:

## Offer new, unique learning pathways that reflect societal aspirations

1. Develop rich, personalized learning pathways capable of sustainably accommodating very small cohorts across very large territories.
2. Offer an enriched range of credited programs, educational resources, services, and activities across CNF's five fields of study that reflect northern realities as well as societal aspirations.
3. Integrate the assessment and recognition of knowledge, skills, and competencies into academic, professional, life, and immigration pathways.

## Become a talent incubator and an innovation hub that supports skills development and the sharing of best practices

4. Foster an environment conducive to collaborative learning and the enhancement of knowledge.
5. Strengthen connections and applied research collaborations to increase the reach and impact of northern knowledge.

## Support the growth of minority cultural and linguistic communities

6. Adopt an authentic and collaborative Indigenization approach in a minority Francophone context to anchor CNF's commitment to truth and reconciliation.
7. Strengthen CNF's position as a Canadian Francophone postsecondary institution by developing pan-territorial synergies, asserting national leadership, and expanding its educational impact through innovative initiatives.
8. Improve access to and success in postsecondary education and employment by structuring an innovative educational support model, while mobilizing and coordinating stakeholders across the three territories to sustainably improve literacy and skills development practices, aligning with national initiatives and responding to the specific needs of northern communities.

# Context

---

Since 2021, Collège nordique francophone (CNF) has played a major role in developing training programs, educational resources, and educational services. In addition to contributing to the vitality and growth of our communities, these initiatives greatly facilitate access to postsecondary studies in the Northwest Territories as well as in neighboring territories, the Yukon and Nunavut.

## Key milestones

- **Development of local expertise:** the establishment of a multidisciplinary team dedicated to developing and implementing training projects, building skills, and the delivery of certificate and diploma programs has enabled us to better meet the pressing needs of communities in the Circumpolar North.
- **Increased visibility and credibility of CNF and the NWT on the national stage:** we have shared our expertise by launching new initiatives in collaboration with other Canadian Francophone postsecondary institutions, including Collège La Cité, Université de l'Ontario français, and Université de Hearst.
- **Creation of synergies between the three Canadian territories:** an agreement was concluded to establish a collaborative model that facilitates access to French-language postsecondary education and professional training across Canada's northern territories.
- **Recognition as an accredited institution by the Government of the Northwest Territories:** CNF is authorized to offer and deliver recognized diploma programs once they are approved by the territorial government.
- **Infrastructure expansion:** expansion of the College's physical spaces to meet the growing community needs, providing facilities suitable for course delivery, varied learning experiences, and diverse training contexts.
- **Technological modernization:** adoption and implementation of essential IT infrastructure to deliver online and hybrid programs, ensuring an optimal experience for students and learners.
- **Membership in UArctic:** integration of Collège Nordique into the UArctic network, strengthening ties with Arctic education stakeholders.
- **Recognition as an exceptional employer:** Collège Nordique was named Employer of the Year 2024 by the Yellowknife Chamber of Commerce, highlighting its commitment to an inclusive, innovative, and rewarding workplace for its staff.

# Shaping CNF's Future: From Consolidation to Northern Innovation (2021–2028)

---

## Moving forward without ever losing the North: a winning constellation toward our Polaris (2021–2024)

Since 2021, CNF has charted a bold growth trajectory, building on successive plans that ensure both continuity and innovation. The first operational plan (2021–2024) laid the groundwork for a structured and recognized institution by developing French-language postsecondary education adapted to northern realities. The primary objective was to secure CNF's accreditation as a postsecondary institution and to strengthen its organizational capacity. This plan made it possible to establish essential partnerships, define a flexible pedagogical model, and position the College as a key player in Francophone training in the North. Three strategic pillars were identified:

1. Develop the Francophonie
2. Embody and showcase northern culture
3. Bring communities together

## Consolidating operations and strengthening institutional capacity at Collège nordique francophone (2024–2025)

The second plan (2024–2025), more focused in scope, marked a transition phase pending GNWT accreditation and consolidated achievements to begin expanding accredited programs. A strategic reflection began to structure CNF's activities across five fields of study:

1. Languages and cultures
2. Education and early childhood services
3. Administration and public relations
4. Diversity, equity, and inclusion
5. Customized training and multidisciplinary studies

## Shaping the future of postsecondary education in the North through an unparalleled model (2025–2028)

Today, the third plan (2025–2028) stands as a decisive milestone in CNF's evolution. Structured around three major strategic goals, this plan goes beyond improving what already exists: it aims to shape the future of postsecondary education in the North and redefine CNF's role within Canada's postsecondary landscape.

With powerful, compelling proposals and clear strategic goals, this plan goes beyond education to integrate applied research, pedagogical innovation, and a deep commitment to diversity and inclusion. It establishes a pan-territorial model, enabling greater collaboration with the Yukon and Nunavut, and further anchors CNF within the UArctic network. In addition, it seeks to maximize societal impact by encouraging resource-sharing and creating sustainable opportunities for Northern Francophones.

*“Each successive plan has pushed the limits of what is possible, ensuring that CNF continues to innovate while consolidating its achievements. With this next plan, CNF becomes a postsecondary institution that acts as a true driver of educational and social transformation, a benchmark in Northern training, and a catalyst for the growth of Francophone communities in a minority setting.”*

– Patrick Arsenault, Executive Director of the Collège Nordique

Moving forward without ever losing the North: a winning constellation toward our Polaris	Consolidating operations and strengthening the institutional capacity of Collège nordique francophone	<b>Shaping the future of postsecondary education in the North through an unparalleled model</b>
(2021-2024)	(2024-2025)	(2025-2028)
<ul style="list-style-type: none"> <li>• The learning environment</li> <li>• Connections with the workplace</li> <li>• Diversity, equity, and inclusion</li> <li>• Community collaboration</li> <li>• Northern development</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate CNF operations</li> <li>• Improve postsecondary programs</li> <li>• Respond to labour market needs</li> <li>• Contribute to an inclusive Francophonie</li> <li>• Strengthen community ties</li> <li>• Promote northern identity through its influence</li> </ul>	<ul style="list-style-type: none"> <li>• Offer new, unique learning pathways that reflect societal aspirations</li> <li>• Become a talent incubator and an innovation hub that supports skills development and the sharing of best practices</li> <li>• Support the growth of minority cultural and linguistic communities</li> </ul>

# An Evolving Strategy for a Transformed Collège Nordique

---

CNF's operational plan is based on a model structured in three successive stages, ensuring a logical and effective progression toward its objectives. Each phase, spanning one year, plays a key role in the College's evolution by guiding it from development to transformation, and then to anchoring. This rigorous structure ensures each initiative delivers results and that changes made are sustainable over time.

## Development

The first year, Development, marks the starting point of the project. While the College's activities continue, it is crucial to understand that a new cycle is beginning. This is not simply a matter of continuity, but true comprehensive reviews, consolidating new possibilities. This phase makes it possible to evaluate resources, identify needs, and lay the groundwork for the changes ahead.

## Transformation

The second year, Transformation, is the action phase. After consolidating and exploring, the goal is now to implement concrete changes. New approaches take shape, initiatives evolve, and the College's organization adapts to meet strategic ambitions. This is a dynamic period during which practices are redefined, offerings are restructured, and expansion begins in a thoughtful way.

## Anchoring

Finally, the third year, Anchoring, aims to institutionalize and sustain the changes made. Progress must not be short-lived: it must become a permanent part of the College's operations. This phase ensures that the transformations become solid pillars upon which the institution can continue to grow.

Through this approach, each initiative follows a clear process: a development phase, followed by transformation, and then anchoring. This organization of information, although different from traditional plans, is a bold strategic vision that propels the College into its next steps. It does more than structure actions, it embodies a true paradigm shift, ensuring smooth and impactful progress.

# STRATEGIC GOALS

---

1

## Offer unique learning pathways that reflect societal aspirations

CNF is committed to offering training adapted to northern realities and the evolving needs of communities. By developing flexible and innovative learning pathways, including credit-based training, digital educational tools, and recognition of prior learning, CNF improves access to postsecondary education for northern Francophones. This approach makes it possible to support very small cohorts across a large territory while ensuring education that is accessible, relevant, and aligned with societal aspirations.

2

## Become a talent incubator and an innovation hub that supports skills development and the sharing of best practices

CNF aims to create a collaborative learning ecosystem where students, researchers, and professionals can thrive and actively contribute to producing and sharing northern knowledge. Through the development of learning communities, strengthened applied research collaborations, and the integration of a thematic network within UArctic, CNF positions itself as an innovation hub and a catalyst for talent in the North.

3

## Support the growth of minority cultural and linguistic communities

In a minority Francophone context, CNF plays a key role in fostering the vitality and transmission of northern languages and cultures. Its commitment to Indigenization, its offering of Indigenous language courses, and its work to build meaningful relationships with communities contribute to creating an inclusive, respectful learning environment rooted in the realities of the NWT. By strengthening its position at the pan-territorial and national levels, CNF establishes itself as a key player in the North's linguistic and cultural diversity.

# STRATEGIC GOAL

1

OFFER NEW, UNIQUE LEARNING PATHWAYS  
THAT REFLECT SOCIETAL ASPIRATIONS



## Objective 1:

Develop rich, personalized learning pathways capable of sustainably accommodating very small cohorts across very large territories

### Expected Outcome 1:

CNF has become a postsecondary institution positioned as a leader in offering rich and personalized learning pathways capable of accommodating very small cohorts across large geographic territories.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Conduct an inventory of best practices worldwide related to teaching and student experience when working with very small cohorts, often dispersed across a large territory (e.g. block courses, summer schools, hybrid delivery, trainings with minimal attendance, customized programs, self-directed learning, communities of practice, etc.).	Apply the identified concepts and models through pilot projects to test several approaches and evaluate their impacts.	Implement the selected models on a larger scale within CNF.
OUTPUTS	Internal working documents based on at least five different cases.	Evaluation report on three pilot projects, including learner satisfaction assessments.	Institutional policy enabling the delivery of rich and personalized learning pathways.  A study or white paper presenting the results of secondary research conducted by CNF and the implementation of pilot projects.
IMPACTS	CNF staff have developed the knowledge required to design rich and personalized learning pathways.	CNF has identified the models that work best in its context.	CNF is recognized as a postsecondary institution leader in offering rich and personalized learning pathways capable of accommodating very small cohorts across large territories.

Expected Outcome 2:

Learners are able to use appropriate technological tools, enabling them to participate in CNF training activities, despite the challenges associated with the realities of the Circumpolar North.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Conduct an inventory of the technological tools (infrastructure, software, and services) currently in place at CNF or that could be deployed to provide appropriate support to learners.	Assess the impacts of these tools through simulated scenarios involving external participants.	Propose technological tools adapted to the support and success of learners.
OUTPUTS	Internal working documents presenting the technological tools.	Comprehensive analysis report including strengths, weaknesses, opportunities, and threats, as well as an internal mapping of technological tools.	Practical user guide for all technological tools, including detailed procedures, intended for learners.
IMPACTS	CNF staff are familiar with the technological tools being used or available.	CNF is able to optimize all internal processes and select the most effective technological tools to enhance learning pathways.	Learners are able to use appropriate technological tools, enabling them to fully participate in CNF training activities, despite the challenges associated with the realities of the Circumpolar North.

Expected Outcome 3:

CNF learners can include training from other postsecondary institutions as part of their learning pathway.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	<p>Conduct an inventory of collaborations CNF has developed in recent years with other postsecondary institutions.</p>	<p>Optimize and structure relationships between the College and its postsecondary partners.</p> <p>Establish an internal support service to help individuals interested in pursuing studies, to better understand the educational systems and French-language options at CNF and elsewhere in Canada.</p>	<p>Offer personalized and flexible student pathways enriched through collaboration agreements with other postsecondary institutions.</p> <p>In some cases, support individuals in pursuing part or all of their studies at another Francophone institution.</p>
OUTPUTS	<p>Internal report on CNF's national engagement with postsecondary partners.</p>	<p>Internal strategy for managing collaborations and the development of agreement templates.</p> <p>Credit recognition policy for inbound and outbound mobility.</p>	<p>Student guide explaining the process and advantages of a learning pathway combining courses from multiple institutions, which may be recognized by CNF under certain conditions.</p>
IMPACTS	<p>CNF understands the outcomes and benefits of its partnerships with other postsecondary institutions over time.</p>	<p>CNF maintains strategic and synergistic collaborations with other postsecondary institutions.</p>	<p>CNF learners can include courses from other postsecondary institutions as part of their learning pathway or be guided toward suitable Francophone programs and institutions.</p>

## Objective 2:

Offer an enriched selection of accredited programs, educational resources, services, and activities in CNF’s five fields of study that reflect northern realities and societal aspirations

### Expected Outcome 4:

CNF understands societal needs and aspirations and how they evolve over time. In addition, it has new mechanisms to ensure its offerings remain aligned with these needs. It offers an expanded range of courses and programs that remain flexible.

	Development 2025-2026	Transformation 2026-2027	Anchoring 2027-2028
INITIATIVE	Gain a better understanding of the needs and aspirations of learners in the Circumpolar North.	Redesign course, program, training, and activity offerings to align with learners’ needs and aspirations.	Implement selected models on a larger scale within CNF.
OUTPUTS	Market study conducted by an external firm identifying the types of training sought by learners, with emphasis on CNF’s five fields of study.	New brochure (both digital and printed) for distribution to schools, employers, and learners, highlighting the strengths of CNF’s training activities.	Biannual market study conducted by an external firm to track the evolution of societal needs and aspirations in the Circumpolar North, which can be made public.
IMPACTS	CNF is better able to understand the types of training and learning pathways valued by individuals living in the Circumpolar North.	CNF’s offerings align with societal needs and aspirations. CNF has the tools necessary to promote its evolving offerings.	CNF understands societal needs and aspirations and how they evolve over time. It also has new mechanisms to ensure its offerings remain aligned with these needs. It offers an expanded range of courses and programs that remain flexible.

Expected Outcome 5:

CNF has completely revised its internal operations to break down silos in its practices and to become more transparent and participatory in the management of its training programs.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Plan the evolution of CNF's internal organization to break down silos and move away from isolated operations (language school, programs for newcomers, postsecondary programs).	Identify leaders for each field of study and support their development as leaders.	Implement the selected models on a larger scale within CNF.
OUTPUTS	An internal transition plan.	An updated organizational chart identifying the individuals responsible for each field of study.  A training plan to support the identified staff members in assuming their new leadership responsibilities.	An annual activity report for each field of study and submitted to the Executive Director upon recommendation of the advisory committee. Once approved by the Executive Director, these reports will be made public.
IMPACTS	CNF is able to plan for its continued growth as a fully recognized postsecondary institution.	All five fields of study are supported equally.	CNF has fully revised its internal operations to break down silos in its practices and to become more transparent and participatory in the management of its programs.

Expected Outcome 6:

CNF provides an inclusive learning environment tailored to the needs of its student community. It also implements modern infrastructure, develops retention and student engagement strategies, and strengthens communication.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	<p>Improve communication in classrooms and common spaces at CNF and develop a retention, engagement, and recognition strategy for learners for the 2025–2026 academic year.</p>	<p>Consolidate retention, engagement, and recognition practices by integrating them into CNF’s culture and registration systems.</p>	<p>Evaluate the results of the strategy and identify improvements desired by students.</p> <p>Establish a sustainable consultation mechanism (student committee or annual survey).</p> <p>Publicly showcase student achievements and testimonials.</p>
OUTPUTS	<p>An internal retention and engagement document (including policies, mechanisms, and tools) produced and circulated internally, accompanied by an annual report presenting retention and satisfaction results.</p>	<p>An evaluation report and continuous improvement plan, including an institutionalized consultation mechanism.</p>	<p>Student and learner testimonials and profiles are shared through CNF communication channels.</p>
IMPACTS	<p>Students and learners feel valued and better supported.</p>	<p>Retention and recognition become an integral part of CNF’s DNA.</p> <p>Students and learners feel consistently valued, and staff have clear tools to support this mission.</p>	<p>CNF develops a culture of continuous improvement centered on the student experience.</p> <p>This strengthens its reputation and appeal.</p>

Expected Outcome 7:

CNF enriches and adapts the trainings offered across its five fields of study so that it concretely meets the educational, professional, and cultural needs of the community.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Diversify the trainings offered across the five fields of study to better meet the community's training needs.	Implement and evaluate the credited and non-credited training programs developed.	Update the credited and non-credited training programs developed based on evaluation results.
OUTPUTS	Develop 2 to 5 new courses or workshops across the five fields of study.  Develop and publish at least one educational resource in one of the five fields of study.	Evaluation report and improvement plan for credited and non-credited training programs, as well as the educational resources developed.	Annual evaluation report and improvement plan for credited and non-credited training programs.
IMPACTS	CNF increases its ability to meet the training needs of the labour market and communities.	CNF understands the relevance and effectiveness of the credited and non-credited training programs developed.	CNF offers sustainable and recognized training programs that reflect northern realities.  CNF contributes measurably to the economic, cultural, and linguistic vitality in the North.

### Objective 3:

Integrate the assessment and recognition of knowledge, skills, and competencies into academic, professional, life, and immigration pathways

#### Expected Outcome 8:

Learners are able to validate their language skills, have their prior learning or experience recognised, and use appropriate facilities to complete assessments related to courses taken at CNF or at other postsecondary institutions.

	Development 2025-2026	Transformation 2026-2027	Anchoring 2027-2028
INITIATIVE	<p>Identify and compare different models for competency assessment and recognition adapted to the realities of the Circumpolar North.</p> <p>Determine the needs of our communities regarding competency assessment and recognition.</p>	<p>Develop a plan for establishing the competency assessment and recognition of prior learning centre.</p>	<p>Launch the competency assessment and recognition of prior learning centre.</p>
OUTPUTS	<p>A detailed report including recommendations for the creation of a competency assessment and recognition of prior learning centre.</p>	<p>A development plan outlining the required software, infrastructure, and staffing requirements to assess individuals and recognize their competencies.</p>	<p>An institutional guide for the competency assessment and recognition of prior learning centre, detailing policies and procedures for all centre activities (language testing, supervision of external exams, prior learning assessment processes, etc.).</p>
IMPACTS	<p>CNF understands the role it could play in competency assessment and recognition.</p>	<p>CNF understands how it can evolve into becoming an assessment centre.</p>	<p>Learners are able to validate their language skills, have their prior learning or experience recognized, and use appropriate facilities to complete assessments related to courses taken at CNF or at other postsecondary institutions.</p>

Expected Outcome 9:

CNF is able to offer assessment and coaching services based on personality traits, EDI practices, strengths, or cultural competencies to individuals or organizations.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Identify and compare the most recognized assessment tools for personality traits, strengths, and cultural competencies (examples: Gallup Strengths, Intercultural Development Inventory, etc.).	Train two staff members to administer the assessments.	Launch an assessment and coaching service to support individuals and organizations.  Organize workshops to raise awareness on the added value of the selected assessment tools.
OUTPUTS	An internal working document including recommendations.	Two staff members qualified to administer assessments, analyze results, and provide coaching to individuals and organizations.	A section on the website explaining the new service.  A communication strategy tailored to different audiences.
IMPACTS	CNF is able to determine which assessment tools would be most relevant for its communities.	CNF is able to develop a service that helps individuals and organizations improve through assessments and coaching.	CNF is able to offer assessment and coaching services based on personality traits, strengths, or cultural competencies to individuals or organizations.

# STRATEGIC GOAL

# 2

BECOME A TALENT INCUBATOR AND AN INNOVATION HUB THAT SUPPORTS SKILLS DEVELOPMENT AND THE SHARING OF BEST PRACTICES



## Objective 4:

Foster an environment conducive to collaborative learning and the enhancement of knowledge

### Expected Outcome 10:

Learners from the three territories are able to join a rich learning community that effectively meets their needs. Through this community, they are able to break isolation and succeed in pursuing their postsecondary studies.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Offer CNF learners, as well as those enrolled elsewhere, the opportunity to join a learning community and benefit from dedicated physical and virtual spaces.	Use the data collected in the first year to further develop the learning community and engage in dialogue with the Association franco-yukonnaise (AFY) and the Association des francophones du Nunavut (AFN) to identify needs and opportunities to expand the learning community to other territories.	Offer learners from CNF, and other institutions, the opportunity to join a rich, pan-territorial learning community tailored to their needs.
OUTPUTS	Annual satisfaction survey and comparative study of services offered by other postsecondary institutions and organizations (e.g. writing retreats, peer support circles, etc.).	Annual satisfaction survey and summary activity report, including feedback received from pan-territorial partners.	Annual satisfaction survey and pan-territorial summary activity report, highlighting the impacts and outcomes of the learning community on learners' academic success.
IMPACTS	CNF begins offering support services to learners living in the Northwest Territories who must pursue postsecondary education remotely through institutions located elsewhere. Through the satisfaction survey, CNF gains a better understanding of their needs.	CNF offers support services better adapted to the needs of learners in the NWT, regardless of their home institution, thereby reducing isolation and promoting academic success.	Learners from all three territories are able to join a rich learning community that effectively meets their needs. Through this community, they break isolation and succeed in pursuing their postsecondary studies.

## Objective 5:

Strengthen connections and collaborations in applied research to increase the reach and impact of northern knowledge

### Expected Outcome 11:

Through the establishment of an international thematic network focused on exploring issues related to cultural and linguistic minority groups in northern regions (minority Francophonie, revitalization of Indigenous languages, etc.), CNF is able to significantly contribute to the advancement of knowledge and the sharing of best practices.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Develop a strategic plan and identify members from the University of the Arctic, other postsecondary institutions, and local and international organizations (e.g., Indigenous governments) to support the creation of a new thematic network.	Establish a thematic network on Indigenous and minority cultures and languages affiliated with the University of the Arctic.	Deploy an annual international programming for the thematic network.
OUTPUTS	Development plan and letters of support from at least two members of the University of the Arctic.	Communication plan for the launch of the thematic network.  Dedicated section of CNF's website for the thematic network.	Action plan for 2027–2030, including a communication and knowledge mobilization plan highlighting research, knowledge, and best practices.
IMPACTS	CNF has developed relationships with key stakeholders working in a priority area for the territories and the country as a whole: issues related to cultural and linguistic minority communities.	CNF becomes an international player interested in Indigenous and minority languages and cultures and strengthens its role as a member of the University of the Arctic.	CNF is able to significantly contribute to the advancement of knowledge and the sharing of best practices.

# STRATEGIC GOAL

3

SUPPORT THE GROWTH OF MINORITY CULTURAL  
AND LINGUISTIC COMMUNITIES



## Objective 6:

Adopt an authentic and collaborative Indigenization approach in a minority Francophone context to anchor CNF’s commitment to truth and reconciliation

### Expected Outcome 12:

CNF has positioned itself as a player in a minority Francophone context committed to continuing its engagement with truth and reconciliation by undertaking a thoughtful, contextualized, and sincere Indigenization process.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Conduct an inventory of all initiatives related to truth and reconciliation in which CNF has participated.	Assess the real impact of initiatives by consulting stakeholders.	Co-develop a CNF-specific vision in partnership with local Indigenous Nations.
OUTPUTS	Public report outlining CNF’s engagement in truth and reconciliation.	Critical assessment of CNF’s strengths and areas of improvement in Indigenization efforts.	Indigenization Plan 2027–2030.
IMPACTS	CNF understands the progress already made in its truth and reconciliation journey.	CNF identifies areas for improvement.	CNF continues a thoughtful, contextualized, and sincere Indigenization process.

Expected Outcome 13:

CNF remains an ally of the Indigenous communities of the Northwest Territories and continues to support Indigenous language revitalization through the offering of credited courses and programs, as well as through the development of educational resources, aligned with the needs of Indigenous communities.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Begin offering credited Indigenous language courses in collaboration with Indigenous communities.	Develop a credited training program in Indigenous language and culture transmission in collaboration with Indigenous communities.	<p>Publish a new educational resource for learning an Indigenous language in collaboration with Indigenous communities.</p> <p>Offer the first cohort of a credited training program in Indigenous language and culture transmission, in collaboration with Indigenous communities.</p>
OUTPUTS	Updated course outlines and an approval letter from the GNWT.	A complete program description, including learning objectives and course listings.	A new educational resource.
IMPACTS	Courses that have been offered at CNF for several years may be formally recognized and credited. As a result, they may be integrated into programs at CNF or at other postsecondary institutions, subject to certain conditions.	CNF is better able to support Indigenous communities by offering a credited program leading to careers related to Indigenous languages.	CNF remains an ally of the Indigenous communities of the Northwest Territories and continues to support Indigenous language revitalization through credited courses and programs, as well as through the development of educational resources aligned with community needs.

## Objective 7:

Strengthen CNF's position as a Canadian Francophone postsecondary institution by developing pan-territorial synergies, asserting national leadership, and expanding its educational impact through innovative initiatives

### Expected Outcome 14:

CNF is a pan-territorial postsecondary institution that responds to learners' needs while reflecting the societal aspirations of the three territories. This pan-territorial commitment enables synergies, cost-sharing, economies of scale, and the implementation of innovative approaches.

	Development 2025-2026	Transformation 2026-2027	Anchoring 2027-2028
INITIATIVE	Identify a governance mechanism and a pedagogical signature that respond to the needs of learners in the three territories.	Operationalize certain changes that are consistent with CNF's legal obligations and governance framework.	Strengthen CNF's reach and impact across the three territories to enable synergies, cost-sharing, economies of scale, and innovative approaches.
OUTPUTS	Signing of a renewed annual collaboration agreement confirming the willingness of partner organizations to work with CNF on postsecondary education.	Project progress updates included in CNF's annual report. Signing of a renewed annual collaboration agreement confirming partners' commitment to working with CNF in postsecondary education.	Project progress updates in CNF's annual report. Submission of an action plan and signing of a multi-year collaboration agreement confirming partners' commitment to working with CNF in postsecondary education across the three territories.
IMPACTS	AFY, CNF, and AFN share a common vision for CNF's future evolution in order to better meet the needs of the three territories.	CNF is able to evolve and learn progressively.	CNF is a pan-territorial postsecondary institution that responds to learners' needs and reflects the societal aspirations of the three territories. This engagement enables synergies, cost-sharing, economies of scale, and innovative approaches.

Expected Outcome 15:

CNF strengthens its participation and visibility in Francophone postsecondary education at the national level by contributing to the representation of issues and priorities of northern Francophone communities.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Inventory national networks and consultation tables in which CNF is currently involved or could become involved (e.g. Association of Canadian University Francophone Colleges (ACUFC), Réseau canadien des collèges francophones (RCCFC), Colleges and Institutes Canada (CICan), etc.).	Develop a national engagement strategy by identifying key networks, partners, and bodies where CNF can play a strategic role to increase its reach and defend the interests of northern Francophone communities.	Implement the national engagement plan by carrying out defined actions, strengthening strategic collaborations, and ensuring CNF's active participation in key national bodies.
OUTPUTS	Internal report describing the various entities and analyzing CNF's current and potential engagement impact.	National engagement plan outlining CNF's directions, priorities, and actions to strengthen its presence and influence across Canada.	Summary of actions undertaken and their impact on representing northern Francophone community issues, included in CNF's annual report.
IMPACTS	CNF gains a better understanding of the potential role it can play on the national stage in advancing the issues and priorities of northern Francophone communities, as the only accredited Francophone institution north of the 60th parallel in the world.	CNF gains a clear vision of its national positioning and strategic opportunities to increase its influence.	CNF asserts its leadership as a spokesperson for the issues and priorities of northern Francophone communities, strengthening its positioning within national bodies and its influence in Francophone postsecondary education.

Expected Outcome 16:

CNF increases its national reach by attracting students to participate in the Explore program in the Northwest Territories, thereby contributing to the vitality of northern Francophonie and recognition of the territory as a destination for learning French.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Assess the feasibility of offering the Explore program in the Northwest Territories.	Implement a pilot model of the Explore program adapted to the Northwest Territories.	National promotion and active recruitment to maximize program appeal and ensure long-term sustainability.
OUTPUTS	Detailed feasibility study.	Analysis report evaluating the success of the pilot project.	Promotion and recruitment strategy, including targeted communication campaigns.
IMPACTS	CNF gains a clear understanding of the challenges and opportunities related to implementing the Explore program in the Northwest Territories, while beginning to mobilize local stakeholders and establishing a structured roadmap for its development.	CNF conducts a first concrete test of the program in a northern context to validate the necessary adjustments before scaling up, while gaining initial visibility as an Explore host institution.	CNF increases its national reach by attracting students to participate in the Explore program in the Northwest Territories, contributing to the vitality of northern Francophonie and the recognition of the territory as a destination for learning French.

## Objective 8:

Improve access to and success in postsecondary education and employment by structuring an innovative educational support model, while mobilizing and coordinating stakeholders across the three territories to sustainably improve literacy and skills development practices, aligning with national initiatives and responding to the specific needs of northern communities

### Expected Outcome 17:

Stakeholders across the three territories collaborate sustainably to improve literacy and skills development practices, aligning with national initiatives while responding to the specific needs of northern communities.

	Development	Transformation	Anchoring
	2025-2026	2026-2027	2027-2028
INITIATIVE	Mobilize stakeholders from the three territories by organizing a first pan-territorial summit on literacy and skills development to identify shared challenges and initiate strategic dialogue.	Co-develop commitments and strategies adapted to northern realities by integrating lessons from the first summit and structuring concrete actions.	Organize a second pan-territorial summit to validate and deepen commitments, advance initial concrete initiatives, and strengthen collaboration between the territories with a view towards sustainable integration of literacy and skills development strategies.
OUTPUTS	Summary report of the first pan-territorial summit, including a mapping of shared challenges, a compilation of best practices, and initial recommendations and courses of action to structure pan-territorial collaboration in literacy and skills development.	Interterritorial action plan defining concrete commitments, strategies adapted to northern realities, and an implementation framework based on summit learnings, with shared responsibilities among the stakeholders from the three territories.	Strategic report from the second summit, including evaluation of commitments made, follow-up on initial initiatives implemented, strategic adjustments, and a strengthened framework for interterritorial collaboration to ensure the sustainable integration of literacy and skills development actions.

IMPACTS	Stakeholders from the three territories establish an initial framework for collaboration, identifying shared challenges and promising practices, laying the foundation for coordinated action to improve literacy and skills development in a northern context.	Stakeholders from the three territories establish shared commitments and strategies adapted to northern realities, thus laying the foundation for concrete, coordinated and sustainable action to improve literacy and skills development.	Stakeholders from the three territories collaborate sustainably to improve literacy and skills development practices, aligning with national initiatives while responding to the specific needs of northern communities.
---------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

# Conclusion: A Unique Opportunity for Transformation in the North

---

Collège nordique francophone (CNF) positions itself today as a key player in postsecondary education within a minority Francophone and northern context. This ambitious plan marks a decisive turning point by consolidating CNF's expertise and strengthening its role as a catalyst for innovation, skills development, and cultural outreach. As a Francophone college, CNF responds to the specific needs of Francophone communities while building connections with other communities, including Indigenous communities and newcomers. Moreover, through this plan, CNF aims to establish synergies across all northern territories.

In the Northwest Territories, the number of people able to hold a conversation in French increased from 2,725 in 1991 to 4,295 in 2021, an increase of more than 36%. This growth is also reflected in educational infrastructure: Francophone daycare centres have high enrollment rates with significant waiting lists, demonstrating increased demand for French-language services from an early age. With rising Francophone immigration, it is imperative to prepare to meet the growing needs of the Francophone community today and in the years to come.

Since its inception, CNF and the Government of the Northwest Territories (GNWT) have built an exceptional collaboration, rooted in a shared commitment to ensuring equitable access to postsecondary education. This relationship of trust has enabled significant progress and demonstrates the importance of continuing and intensifying efforts to secure a sustainable educational future in the North.

With this three-phase — project, development, transformation, and anchoring — CNF commits to implementing innovative initiatives that will promote academic success and employability for learners, aligned with the economic, cultural, and social realities of the Circumpolar North. By supporting this approach, we are investing in a bold vision: that of a postsecondary institution reshaping the future of minority Francophonie within northern communities.



**It is time to accelerate this transformation and equip present and future generations with the tools to succeed and thrive in an inclusive, innovative educational environment adapted to the challenges of the North.**

**CNF is ready to take on this challenge. Together, let's make this vision a reality.**



