



Ki gashkìto

**STRATEGIC ENROLMENT
MANAGEMENT PLAN**
2026-2030

Select, Start, Stay, Succeed



Land Acknowledgment

Algonquin College campuses in Ottawa and Pembroke are located on the traditional unceded, and unsundered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous Peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.

MIGWEECH

Table of Contents

MESSAGE FROM THE EXECUTIVE SPONSOR	4
MESSAGE FROM THE CHAIR, STRATEGIC ENROLMENT MANAGEMENT COMMITTEE	5
INTRODUCTION	6
SEM AT ALGONQUIN COLLEGE	9
ENROLMENT	10
ENVIRONMENT	13
STRATEGIC ENROLMENT MANAGEMENT PRIORITIES	17
PRIORITY 1: STRENGTHEN THE STUDENT JOURNEY	18
PRIORITY 2: ALIGN ENROLMENT TO THE ACADEMIC PORTFOLIO STRATEGY	19
PRIORITY 3: COMMUNICATE OUR POLYTECHNIC IDENTITY	20
ACTION TRACKING AND REPORTING	21
BRINGING THE SEM STRATEGY TO LIFE	22

Message from the Executive Sponsor

Algonquin College is advancing its Strategic Enrolment Management (SEM) Plan during a period of ongoing change across the post-secondary landscape. Shifting demographics, evolving learner expectations, technological transformation, and emerging policy directions require thoughtful adaptation. Throughout this change, the College remains focused on achieving the Strategic Vision by fostering a vibrant, inclusive college community that supports a dynamic region, prepares highly skilled graduates, and delivers value to employers.

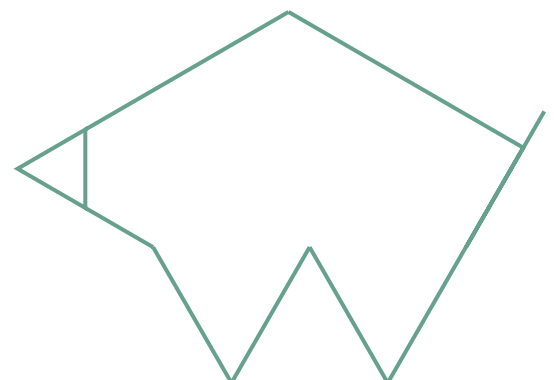
Looking ahead, the plan focuses on targeted and sustainable enrolment that is driven by the academic portfolio strategy and aligned with strategic investments and provincial priorities. This balanced approach supports financial sustainability, strengthens workforce readiness, and ensures Algonquin College remains a trusted partner for students, employers, and the communities it serves.

Our collective focus on learners connects us as a college community. Through intentional collaboration and continuous improvement, we will bring the SEM Plan to life.

Together, let's continue this important work.

Krista Pearson

Vice President, Student Services





Message from the Chair, Strategic Enrolment Management Committee

On behalf of the Strategic Enrolment Management Committee (SEMC), I extend sincere thanks to SEMC members, the Senior Academic Leadership Team, the Algonquin College Executive Team, and with special mention of the Director of Strategy and Planning for contributions to developing this plan. Their collective insights ensure the direction of the plan will enable the goals of Algonquin College's Strategic and Academic Plans.

The name of the plan, *Ki gashkito* (Kih gush-kih-toe), is an Algonquin Anishinàbe phrase meaning “you can do this.” It captures our spirit and purpose: enabling learner success by supporting students to select, start, stay, and succeed at Algonquin College.

Cory Haskins

Chair, Strategic Enrolment Management Committee
Dean, School of Business and Hospitality



Introduction

Reflecting Algonquin College's ongoing commitment to fostering an environment where learners can transform their hopes and dreams into lifelong success, the 2026-2030 Strategic Enrolment Management (SEM) Plan outlines a coordinated, institution wide approach to attracting, supporting, and graduating learners.

The plan emphasizes clarity, collaboration, and the effective use of existing strengths and resources across the College. It focuses on how all students experience the institution at each stage of their journey, whether they are full-time, part time, online, domestic, international, direct from high school or mature. In doing so, it reinforces shared responsibility for removing barriers, improving access, and fostering persistence and completion.

To guide this work, the SEM Plan is organized around a four-point student journey framework: Select, Start, Stay, and Succeed. This framework focuses on:

- How learners choose Algonquin College;
- Their experience as they begin their studies;
- How they are supported to persist and progress; and
- How they are prepared for future success through applied, polytechnic education.

Together, these stages provide a shared language for aligning enrolment efforts and improving student experience across academic and service areas.

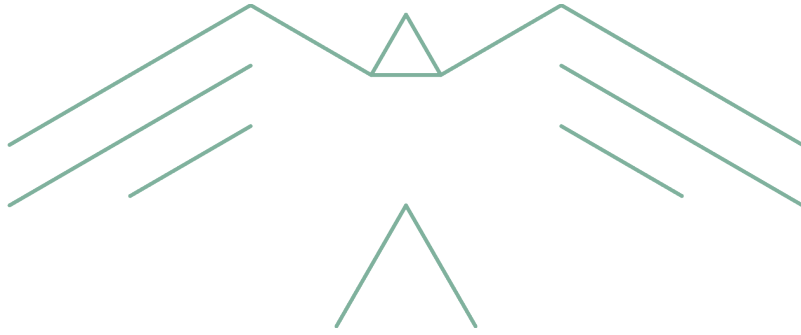
“

Ki gashkìto (Kih gush-kih-toe), is an Algonquin Anishinàbe phrase meaning “**you can do this.**” It captures our spirit and purpose: enabling learner success by supporting students to **select, start, stay, and succeed** at Algonquin College.”

Cory Haskins
Chair, Strategic Enrolment Management Committee
Dean, School of Hospitality & Business



Algonquin College is a **thriving polytechnic**, offering in-demand programs that prepare students with **practical skills** and meet the needs of our region and beyond.



Strategic Enrolment Management at Algonquin College

Strategic Enrolment Management at Algonquin College is a coordinated, cross-college approach to enabling sustainable enrolment and student success by strengthening how learners experience the College from first point of contact through graduation and beyond. The Academic Plan drives program mix, enrolment planning and curriculum decisions. The SEM plan supports and enables the academic vision.

The Strategic Enrolment Management Committee (SEMC) provides strategic guidance and coordination for enrolment-enabling activities across the College. This includes services, systems, processes, and integrated planning that support the learner journey, such as recruitment, admissions, student support and enabling technologies. Importantly, it also serves as a key forum for cross-college information sharing, bringing together academic and service areas to align insights, identify emerging issues, and support coordinated action. In doing so, it strengthens institutional effectiveness while respecting distinct governance, roles, and accountabilities across the College's planning ecosystem.

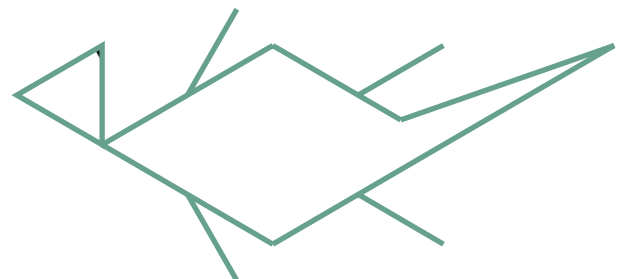


Enrolment

Enrolment is the outcome of comprehensive academic and service planning. That planning is informed by community and industry needs, responsive to student experience feedback, and driven by the academic portfolio strategy, labour market demand, institutional capacity, and financial sustainability. It reflects the College's ability to attract learners, but also how effectively it prepares them for meaningful next steps.

This coordinated framework guides, refines, and prioritizes service planning and initiatives across the college. The shared goals articulated here inform and align our priorities and strategies, which result in initiatives and tactics that nurture and sustain enrolment. When the SEM Plan goals are effectively translated into actions, meaningful outcomes, and enrolment targets are achieved in a way that is steady and responsive to changing needs.

The plan emphasizes **clarity, collaboration**, and the effective use of **existing strengths** and resources across the College.



SELECT: Why us

Steeped in the polytechnic advantage, the future-ready academic portfolio mix, programming strategy, and compelling experiential learning opportunities make it easy for students to explore and choose Algonquin College. And we know that students choose programs that they believe will open doors to the opportunities they seek.

START: Who we serve

Algonquin College serves a diverse student population with most students not direct from high school. Our students arrive with various educational backgrounds and seek a range of high-demand, career-related studies including health, advanced technology, engineering, community studies, and skilled trades.

STAY: What we know

Reflecting the impact of applied, career focused programs and strong connections with employers, Algonquin College has above average employment and graduate satisfaction. Provincial Key Performance Indicators show that 86.3% of graduates are employed within 6 months of graduation, while 77.3% of graduates report high satisfaction with their educational experience. These outcomes are supported by high academic belonging and instructor engagement as reported in the student experience survey. At the same time, there is an opportunity for the SEM Plan to support graduation rates by establishing a coordinated focus on student success in and out of the classroom.

SUCCEED: Where to grow

Algonquin College is a thriving polytechnic, offering in-demand programs that prepare students with practical skills and meet the needs of our region and beyond. Our national polytechnic reputation, elevated by our forward-thinking academic portfolio strategy and learner-centred services, position us to achieve sustainable domestic and international enrolment.

The College will continue to refine programming to meet the needs of its domestic catchment, focusing primarily on serving the National Capital Region and Ontario. We will also expand efforts to attract an increasingly diverse and nationally representative student population. This includes a focus on First Nations, Métis and Inuit students.

International enrolment will be sustained with programs and quality practices that support study permit success. Simultaneously, we approach a new era of international enrolment with a focus on market diversification that nurtures long-term, reciprocal connections complemented by comprehensive, targeted support services.

The College's continued commitment to education access and affordability will be achieved through maximizing available resources and continuing to seek external support for scholarship, award, and bursary programming.



Change is good.

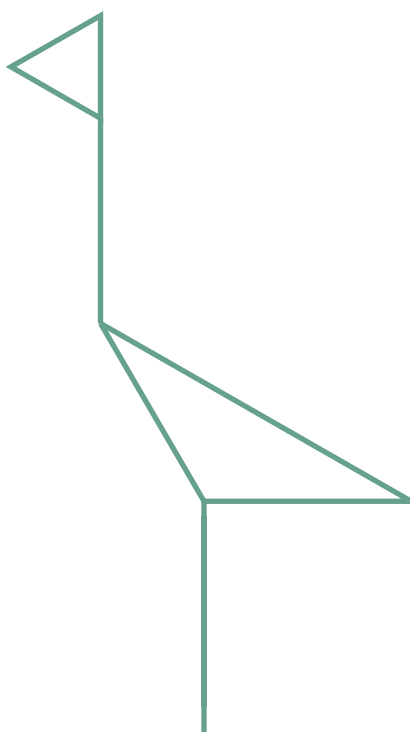
Select, Start, Stay, Succeed

Leading through change and identifying **new opportunities** that reinforce our strengths will be **constant in the current environment.**

Environment

The work of the SEM Plan is especially critical within an evolving post-secondary landscape, where coordinated and proactive enrolment strategies will help ensure student success and the long-term resilience of Algonquin College.

By grounding the plan in institutional governance and necessary agility, this SEM Plan has the capacity to adapt and adjust to emerging needs and changing priorities. Leading through change and identifying new opportunities that reinforce our strengths will be constant in the current environment.



Changing Demographics

While the growth of international education has been stalled by federal government policy changes, the current and prospective student population at Algonquin College remains diverse. Algonquin College's learners reflect global reach and diversity, including 20% international. In addition, 6% of learners' self-identity as First Nations, Métis, or Inuit, and approximately 70% of applicants originate from the National Capital Region and surrounding communities, reinforcing Algonquin College's strong local and regional presence. Notably, the population in the National Capital Region is projected to continue growing, with young and mid-career adults representing a key component of the local demographic.

We have an opportunity to re-entrench the values of inclusion, diversity, equity and accessibility in the student experience by ensuring that each contact point with a student, from recruitment through to graduation, is attentive to their situation and supportive of their immediate needs in pursuit of their long-term goals.

Evolving Workforce Needs

In addition to regional demographic change, Algonquin College is responding to a labour market characterized by increasing volatility and shifting skill demands. Learners are navigating more frequent career transitions, requiring timely access to education and training that supports upskilling, reskilling, and career mobility. As a polytechnic institution, Algonquin College is well positioned to respond through flexible pathways, applied learning, and strong connections with employers and communities.

Financial Sustainability

Algonquin College continues to navigate pressures related to revenue streams, funding structures, and overall financial resilience. This refreshed SEM Plan responds to a critical moment, offering an opportunity to achieve high-impact services that prioritize learning support and student well-being. By leveraging technology to automate and streamline support, we can maximize our service providers' expertise to offer human-connected support.

CONTEXT & ENVIRONMENT

Transformative Nature of Digital Technology & AI

The work of both students and staff in the post secondary sector relies on complex cognitive tasks that are now being augmented and reshaped by advances in digital technology and artificial intelligence. We champion this shift to enhance and personalize the student experience. The student journey will benefit from planned AI initiatives that will improve the on-demand experience to meet students where they are with information when they need it. This direction allows the College to build on enterprise architecture strengths and the established service culture that defines our learning environment.

Student Pathways

The SEM Plan recognizes the richness of experience our applicants bring to their classrooms, online and in person. A key element of this plan is to make it easier for students to start, stay, and succeed. This includes simplifying the process for applicants to get credit for their prior learning, whether through military, education, work, or a combination. Clear pathways and processes during the admissions process help students receive credit recognition or advanced standing early in their studies. These processes will be complemented by system tools that make it easy for students to navigate their progress.

Integrated Systems

Achieving sustainable enrolment that serves our region and beyond will be supported by interdependent, cross-college work teams and enterprise architecture. The R3 project at Algonquin College is set to transform the institution's underlying technology ecosystem, reshaping the systems and processes that support every stage of the student's experience. This initiative will modernize how students enroll, engage with college services, and access their academic records.

Student Life

Even as new digital technologies reshape the way students and employees work and learn, one constant remains: students continue to seek the energy, connection, and momentum that comes from working together. A vibrant campus life is not an addition to academic pursuits, but a catalyst for it. As we integrate more technology-enabled approaches into the College's future, we also have an opportunity to strengthen what has always distinguished Algonquin College: an environment where students collaborate, experiment, challenge themselves, and form the relationships and experiences that support their growth and success. Whether studying online, in-person, flex, or hyflex, there are community and student engagement opportunities.

A **vibrant campus life** is not an addition to academic pursuits, **but a catalyst for it.**





JOURNEY

Select, Start, Stay, Succeed



Strategic Enrolment Management Plan Priorities

The 2026–2030 Strategic Enrolment Management Plan is anchored in three priorities that strengthen the student journey, align enrolment with the academic portfolio, and communicate Algonquin College’s polytechnic identity. Together, they position enrolment management as a shared, strategic function that supports student success, academic quality, and institutional sustainability.

Together, we make Algonquin College a place students can **select with confidence, start strong, stay supported,** and **succeed** in their programs and careers.

PRIORITIES

PRIORITY 1: Strengthen the Student Journey

From initial inquiry through to graduation, a seamless and supportive student journey is essential to student persistence and success. Strengthening the student journey requires a shared vision for how learners experience Algonquin College across academic and service areas. By aligning processes, systems, and practices, the College reduces barriers, improves clarity, and ensures that no student is left navigating their journey alone. This approach fosters a shared culture of “yes, I can help.”

GOAL	OBJECTIVES
<p>Integrate academic and service efforts across the College to deliver a seamless, student-centred journey that fosters belonging, persistence, and successful progression.</p>	<p>Select: Through strategic promotion and admissions process reviews, make it easy for students to choose Algonquin.</p> <p>Start: Strengthen early student engagement by designing accessible, coordinated experiences from first inquiry through to onboarding.</p> <p>Stay: Proactively support student persistence with data-informed processes that reduce barriers and improve coordination across academic and support areas.</p> <p>Succeed: Promote graduate success by embedding the core elements of polytechnic education—career readiness, experiential learning, and industry connection—through each step in the student experience.</p>

<p>Measure</p>	<p>Strengthening the student journey will be measured by achieving annual program-level enrolment targets and by achieving targeted improvements in key performance indicators, service provision, and conversion rates from lead to graduate.</p>
-----------------------	--

PRIORITY 2: Align Enrolment to the Academic Portfolio Strategy

By intentionally linking enrolment patterns to academic planning, resources are more efficiently distributed to where they have the greatest impact. This focus supports program quality, labour market needs, and student success, while respecting institutional capacity and honouring the need for financial sustainability. In this way, strategic enrolment management becomes a key supporting mechanism for advancing the Academic Plan and the College’s mission.

GOAL	OBJECTIVES
<p>Enable academic and service areas to act in concert to achieve strategic and sustainable portfolio-driven enrolment.</p>	<p>Select: Leverage program-level student engagement to promote academic experience and opportunity as central to Algonquin’s polytechnic advantage.</p> <p>Start: Establish a common language to communicate how every role contributes to the student journey.</p> <p>Stay: Strengthen data-informed coordination across academic and service areas by leveraging governance, planning, and communication in support of student persistence.</p> <p>Succeed: Promote enrolment mix that reflects the academic portfolio strategy to meet labour market needs.</p>
<p>Measure</p>	<p>Target a combination of select enrolment growth and maintenance to achieve academic portfolio sustainability.</p>

PRIORITY 3: Communicate Our Polytechnic Identity

Algonquin College has long been a quiet leader in polytechnic education. Our programs are grounded in applied learning, industry relevance, and strong employer partnerships. By consistently communicating the distinctive value of our polytechnic credentials through compelling, authentic storytelling, Algonquin College is positioned as the clear and confident choice for learners.

GOAL	OBJECTIVES
<p>Strengthen and promote our identity as a premier destination polytechnic institution with an emphasis on career focused learning experiences and supportive student experience.</p>	<p>Select: Brand focus on the polytechnic experience with prospective students, employees, external partners and beyond. Learn it. Live it.</p> <p>Start: Use coordinated, career-focused storytelling featuring students, faculty, alumni, and employers to showcase what is possible in a career that starts with Algonquin College’s polytechnic credentials.</p> <p>Stay: Develop, align, and promote an institutional narrative that communicates the distinct value of Algonquin College’s polytechnic identity to internal and external audiences.</p> <p>Succeed: Develop accessible resources that promote polytechnic identity and encourage internal and external audiences to leverage them toward their own initiatives.</p>

<p>Measure</p>	<p>Students understand the polytechnic advantage. Graduates name their education and training as a key to their success. Employers continue to reflect high confidence in the quality and skill of Algonquin College graduates.</p>
-----------------------	---

ALGONQUIN COLLEGE



Action Tracking and Reporting

The SEM Plan performance will be tracked and measured through a companion SEM Action Plan. The Action Plan is a living document that is governed and reported by the SEM Committee, ensuring initiative alignment, ownership, and engagement.

SEM Plan tracking references established baseline metrics and five-year targets, using them to monitor progress on key initiatives. The governance approach includes oversight of:

- SEM Goals and Key Initiatives aligned with the Student Journey Framework
- Fluid Multi-Year SEM Initiatives
- Baseline and Targets

In alignment with the SEMC Terms of Reference, regular progress reports will be provided to the Algonquin College Executive Team (ACET), with updates in the Fall and Winter terms and a year-end summary in the Spring.

To ensure the plan remains responsive to changing conditions, a formal review will take place in Spring 2028. This review will assess progress, consider evolving context, and confirm alignment with the College's Strategic and Academic Plans. Led by the SEMC Chair, the process will include engagement with SEMC, input from the Senior Academic Leadership Team (SALT), and validation through ACET.

Bringing the SEM Strategy to Life

Strategic enrolment management is a shared responsibility across the College, requiring a community aligned around a common direction. When every employee understands how their role contributes to the student journey, the experience becomes intentional, connected, and responsive. This plan calls on the Algonquin College community to bring that intention into daily work, turning shared effort into momentum. Together, we make Algonquin College a place students can select with confidence, start strong, stay supported, and succeed in their programs and careers.



CONTACT

Ottawa Campus Algonquin College of Applied Arts and Technology

1385 Woodroffe Avenue
Ottawa, Ontario K2G 1V8
Local: 613-727-4723
Toll-free: 1-800-565-GRAD (4723)
TTY: 613-727-7766
Fax: 613-727-7754
In-person service: Student Central — Building C (lower level)

algonquincollege.com

Pembroke Campus Algonquin College in the Ottawa Valley

1 College Way
Pembroke, Ontario K8A 0C8
613-735-4700

algonquincollege.com/pembroke

AC Online

1385 Woodroffe Avenue
Ottawa, Ontario K2G 1V8
613-727-4723 ext. 3330

algonquincollege.com/online

 [algonquincollege](https://www.facebook.com/algonquincollege)  [@algonquincollege](https://twitter.com/algonquincollege)  [algonquincollege](https://www.linkedin.com/company/algonquincollege)

 [@algonquincollege](https://www.tiktok.com/@algonquincollege)  [algonquinvideos](https://www.youtube.com/algonquinvideos)

algonquincollege.com

ALGONQUIN
COLLEGE