

FANSHAWE COLLEGE STRATEGIC GOALS AND COMMITMENTS



2020 to 2025

<p>Goal 1:</p> <p>Enhance innovative practices for exceptional student learning</p>	<ol style="list-style-type: none"> 1.1. Complete an evaluation of the Signature Innovative Learning Experience (SILEx) and Job Skills for the Future initiatives and determine next steps for these initiatives by Winter 2025. 1.2. Develop a Fanshawe Innovation and Open Assets Strategy that supports Innovation Village, supports cultural transformation toward a more innovative mindset, and connects with partners and funders outside of the institution by Fall 2022 and implement the approved plan by Winter 2025. 1.3. Strengthen the Fanshawe student experience through a cross-College vision, framework, and action plan, developed by Fall 2022. 1.4. Improve the sense of belonging among students and employees at Fanshawe, with an emphasis placed on improving experiences of equity-deserving students and employees. Develop measurement baselines and targets by Winter 2023 and evaluate performance by Winter 2025. <ol style="list-style-type: none"> 1.4.1. Develop an Equity, Diversity, and Inclusion (EDI) strategic framework by Winter 2023 and begin implementing an action plan by Fall 2023. 1.4.2. Implement a framework to enable Fanshawe employees to examine core policies, processes, and activities with an EDI and anti-oppression lens and to determine what changes are necessary in order to embrace inclusivity, by Winter 2025. 1.5. Develop a College Research Strategy that balances support to community partners to advance economic development with student and employee capacity building, by Winter 2023 and implement by Winter 2025.
<p>Goal 2:</p> <p>Manage enrolment growth</p>	<ol style="list-style-type: none"> 2.1. Develop and begin to implement a long-term (5-10 year) Strategic Enrolment Management plan focused on domestic and international enrolment, by Summer 2023. 2.2. Maintain the enrolment of domestic students by staying within the corridor (between 15,996 and 17,716 weighted funding units) as defined in the Strategic Mandate Agreement (SMA3) 2020-2025. <ol style="list-style-type: none"> 2.2.1. Increase part-time post-secondary enrolment in each Faculty by 30 percent over 2021/22 baseline, by Winter 2025. 2.2.2. Implement the Digital and eLearning Strategy to support enrolment growth, foster a culture of digital innovation that serves students/employees/partners, and advances digital teaching and learning excellence, by Winter 2025. 2.3. Increase Indigenous student enrolment to represent 6 percent of Fanshawe's annual domestic student population by Fall 2025, supported by goals set in the Indigenous Action Plan (from 3.7 percent or 280 enrolments in Fall 2020 among Level 1). 2.4. Increase international term enrolments at Fanshawe by 50 percent (from baseline of 17,342 which includes Summer 2019, Fall 2019, and Winter 2020) over five years. <ol style="list-style-type: none"> 2.4.1. Implement the Global Engagement Framework including diversification of source recruitment countries, enhanced international student services and support, the launch of globally relevant programs, enhanced opportunities for student mobility, and professional development and resources to employees, by Winter 2025. 2.5. Increase the first semester retention rate by 5% over three years (baseline 2021/22).

<p>Goal 3:</p> <p>Optimize use of resources and enhance organizational capacity</p>	<ul style="list-style-type: none"> 3.1. Implement the ERP/integrated technological solutions project with a focus on a new Financial System, Human Resources Management System (HRMS), and Student Information System (SIS) by 2024/25 for Finance and HRMS and 2026/27 for SIS. 3.2. Complete the Data Strategy related to enrolment optimization, capital planning, full enterprise customer relationship management system integration, data literacy training, and knowledge mobilization, by Winter 2025. 3.3. Complete a Campus Master Plan for Fanshawe, including each regional campus, which guides the long-term development and improvement of campus lands and buildings to achieve the strategic goals, academic plans, and operational objectives of the College – and to optimize stakeholder experience, by Winter 2023. 3.4. Address the recommendations and affirmations of the College Quality Assurance Audit Process (CQAAP) audit report, by Winter 2025. 3.5. Maintain Fanshawe as an employer of choice by ensuring a positive and productive experience for all employees. Develop measurement baselines from Pulse and Culture Surveys by Winter 2023, create and begin to implement action plans related to identified gaps by Summer 2023, and conduct repeated measures by Winter 2025. 3.6. Improve environmental and social sustainability at Fanshawe through cross-college efforts aligned with the UN Sustainable Development Goals (SDGs) by developing a 2023-2030 action plan with baseline measures by Summer 2023. 3.7. Complete a cybersecurity plan based on a recognized cybersecurity framework and achieve the 2022-2024-year targets identified in the plan.
<p>Goal 4:</p> <p>Build sustainable, complementary sources of revenue</p>	<ul style="list-style-type: none"> 4.1. Increase annual revenues and net income proceeds from new and re-occurring labour market focused client services: <ul style="list-style-type: none"> 4.1.1. Meet or exceed annual eligible revenue targets documented in SMA3. 4.1.2. Achieve a minimum annual 5 percent net profit margin (consolidated) for fee-for-service activities offered by Corporate Training Solutions and subsidiary business operations. 4.2. Operationalize a public-private partnership with the International Language Academy of Canada consistent with the terms of the Ministry and Board approved contract and business case. 4.3. Increase annualized cash donations to \$5M in 2024/25. 4.4. Create readiness to optimize revenue generation opportunities across all of the College's out-facing, fee-for-service units, by fully implementing the Advanced Business and Industry Solutions (ABIS) plan - Fall 2024.

April 1, 2020 – March 31, 2025