



FANSHAWE

**2035**

Shaping our  
Future *Together*

Strategic Direction

# Land Acknowledgement

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We acknowledge and honour the Anishinaabe, Haudenosaunee and Lenape people of Southwestern Ontario as the traditional owners and custodians of the lands and waterways where Fanshawe College is located. Further, we acknowledge the cultural diversity of all Indigenous peoples and pay respect to Elders past, present and future. We celebrate the continuous living cultures of the original inhabitants of Canada and acknowledge the important contributions Indigenous people have and continue to make in Canadian society. The College respects and acknowledges our Indigenous students, staff, Elders and Indigenous visitors who come from many nations.



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These strengths will  
**propel us forward** as  
we embark on this  
**next chapter.”**



Sandy Jansen  
Chair, Board of Governors



Peter Devlin  
President



# Message from the Board Chair and President

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In times of rapid change, Fanshawe’s ability to adapt, evolve and lead has become more important than ever. Fanshawe 2035: Shaping our Future Together positions Fanshawe to succeed in unprecedented times, where technological advancements are accelerating, global dynamics are challenging communities and industries, and postsecondary education faces new financial and operational pressures.

At the heart of our new strategic direction is what has always defined Fanshawe: our people. Before we share where we are headed, we acknowledge the extraordinary work of our employees. Their dedication to our students and their commitment to excellence in teaching and service are the reasons Fanshawe continues to thrive. Our students remain the reason we show up each day, and they inspire and motivate us to create meaningful impact.

Our industry and community partners are also important members of the Fanshawe community. Together, we solve real-world problems of our communities. Learners are a part of our solutions through experiential learning, applied research, and workforce development. We are excited to do more of this work together.

Fanshawe 2035 was developed with insight and input from our entire community and signals a shift in our purpose: from unlocking potential to transforming potential into impact. Together, we are anchored by one big goal: guiding the learning journey of our students to ensure they are ready for work and life, today and tomorrow. At Fanshawe, every one of us plays a role in that journey. No matter what our job is, we are all guides to our learners. This shared responsibility is what unites us.

Our Fanshawe community has identified five values that reflect who we are and who we aspire to be. As guides, we lead with empathy, create belonging, build unity, keep learning, and act with courage. Our areas of focus embrace change to better prepare students for work and life. We are developing the workforce that industry needs to thrive in today’s fast-moving world, and by collaborating with our partners, we are driving regional prosperity.

Fanshawe has long been recognized for academic excellence and industry-focused training. These strengths will propel us forward as we embark on this next chapter. In the pages ahead, you will discover who we are, what we value and how we will measure our success. We look forward to the accomplishments that will be realized through our new strategic direction.



**Sandy Jansen**  
Board Chair



**Peter Devlin**  
President

# Strategic Planning Approach

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Fanshawe took a thoughtful and collaborative approach to developing Fanshawe 2035: Shaping our Future Together. Our process took 18-months to complete and covered four phases. The first phase gathered different perspectives among leadership on the planning and design of the plan itself. Principles of inclusion, trust and truthfulness, meaningfulness, and integration of initiatives were identified as imperative to follow throughout the subsequent phases.

In the second phase, we collected input and data from multiple sources in different ways. We took a comprehensive environmental scan of key political, economic, social, technological and environmental trends that impact post-secondary education. From this scan, we identified opportunities and long-term possibilities and scenarios for Fanshawe to respond to or pre-emptively act on so it can continue to be a post-secondary leader. We also engaged with Fanshawe's internal and external communities through surveys, a series of engagement sessions, workshops and a micro-site. We reached out to the Fanshawe community again in the third and fourth phases to validate initial findings and identify strategic objectives to guide the implementation of our new plan.

Through an inclusive approach, Fanshawe has created a strategic direction that centres around our learners, is future-focused, advances innovation and will deliver strong and meaningful impacts to our communities. We truly are shaping our future together.



## Engagement highlights include:

- ✓ Launched a **micro-site** to communicate all things related to the development of Fanshawe's new strategic direction. This website included a President's message, explainer video, information on how to get involved via surveys or events, timeline and process, and draft documents for the Fanshawe community to review and comment on.
- ✓ Created a **quick response (QR) code** for banners and social media blasts.
- ✓ Hosted a series of in-person and online **engagement sessions** (227 participants) and an **online survey** (377 participants) to gather input from students, employees, alumni, program advisory committee (PAC) members, employers, and the broader communities in which Fanshawe is located. We had more than 600 participants through these activities.
- ✓ Initial findings were put to the test through a **validation** phase. We held five in-person validation sessions across our campuses (60 participants) and conducted an online survey (553 participants). Participants represented the same groups as the previous engagement sessions and survey.
- ✓ Held multiple **strategic planning workshops** with our Board of Governors and Executive Leadership and Senior Leadership Teams.
- ✓ Conducted **focus group sessions** with senior leaders to further articulate desired future-state actions and expected outcomes.



Broader forces  
continue to  
shape learner  
expectations.”



# Environmental Scan

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As we look to the future, we recognize that rapid changes across political, economic, social, technological, and environmental landscapes are creating new opportunities for our sector to grow. These broader forces continue to shape learner expectations and industry needs, influence policy directions and guide how organizations must evolve. In developing our new strategic direction, we identified key external trends transforming post-secondary education that we need to respond to in order to remain competitive, continue to provide quality education, and guide the learning journey of our students in optimal ways. A summary of the most influential trends is below.

## **EVOLVING STUDENT DEMAND AND LABOUR MARKET NEEDS**

Ontario's natural population growth is expected to remain low over the next five years, limiting the pool of traditional prospective students. However, there is significant potential to recruit diverse learners, particularly those not coming directly from secondary school. Ontarians working or looking for employment need to ensure they have the skills needed in their field. Those requiring further education and training are balancing multiple responsibilities, requiring flexibility in how and when they learn. By expanding delivery options and customizable pathways, Fanshawe can become the institution these learners rely on.

Employers' needs are also shifting, with growing emphasis on in-demand and specialized skills. Skills-based programs that teach and assess practical mastery are essential to meet workforce requirements. To respond effectively, Fanshawe will continue to drive innovation through strong industry partnerships. These partners will serve as active co-creators to ensure programs deliver the skills employers and learners need.



## **AI AND DIGITAL TRANSFORMATIONS**

Artificial intelligence (AI) and digital technologies are transformative, pulling economies in new directions, disrupting existing industries and creating new ones. These innovations are reshaping workforce demands, accelerating automation and redefining the skills required to thrive in a rapidly changing labour market. There is an opportunity for Fanshawe to further integrate AI and advanced digital technologies into our teaching and learning, applied research, and operations, in ways that are thoughtful and ethical. This approach will position us to prepare students for new ways of working and knowing while creating an environment that delivers personalized supports for improved learner outcomes.

## **TRUTH AND RECONCILIATION**

Repairing the relationship between Indigenous Peoples and Western educational institutions calls for learning environments that honour cultural safety and empower Indigenous learners to thrive. Achieving this vision is a long-term journey that requires bold, structural change. It requires Indigenous-led knowledge and perspectives to be integrated into curricula, strategy, and operations, and to guide us to be more inclusive in our ways of working and knowing. At Fanshawe, we continue our commitment to advance truth and reconciliation in authentic ways that fosters reciprocity with Indigenous communities and learners.

## **SUSTAINABILITY**

The United Nation's (UN) Sustainable Development Goals (SDGs) are the primary expression of the global community's commitment to environmental and social sustainability. These goals were created in 2015 with the aim to be achieved by 2030. While there has been slow progress toward achieving these goals worldwide, their importance remains high. Embracing sustainable practices and teaching sustainability in the classroom will not only attract prospective learners but also help prepare them for increasing demand for sustainability skills in the labour market.

## **GLOBAL RELATIONS**

Canada's relationships with long-standing trading partners are changing as some shift toward protectionist policies, such as tariffs. These changes are having ripple effects through Canada's manufacturing, forestry, agricultural and food sectors, creating uncertainty for many businesses. At the same time, these disruptions create opportunities for Canada to diversify its trade relationships and explore new markets where demand is growing. Fanshawe can support employers and communities by offering specific skills training and partnering on applied research projects to help industries adapt, stay competitive and respond quickly to changing global conditions.

## AFFORDABILITY

Post-secondary students are experiencing food and housing insecurity. There is growing evidence of the shortage of available, affordable, and adequate housing for post-secondary students. While demand may have waned slightly after the reduction of international students, rental prices remain high. At the same time, food prices are rising. The escalating living costs pose potential challenges for a segment of Fanshawe's current and prospective student body. Fanshawe will need to expand its collaborative effort to support at-risk students. We will also need to demonstrate the long-term benefits of studying with us, to justify the costs through transparent cost reporting and graduate outcome tracking.

## FINANCIAL CHALLENGES AND RESILIENCY

Like other colleges in the sector, Fanshawe is operating during financially challenging times. The traditional college business model is unsustainable in the context of the current funding model, tuition freeze, and federal policies that not only restrict international enrolment but also have the unintended consequence of harming Canada's reputation in the international education market, further reducing the pool of prospective international students. Fanshawe is committed to long-term financial sustainability. To help us be more efficient and operate to scale, we are currently implementing a three-year action plan that resulted from a government-funded enterprise-wide review. To build long-term financial resilience, we will continue to generate revenue from sources alternative to the provincial government, albeit with greater collaboration and more ambitious goals. Fanshawe will seek more large-impact donations, as well as partnerships and collaborations with industry that will not only bring in revenue to Fanshawe but also help better prepare our students to become ready-to-work graduates.

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**Building long-term  
financial resilience  
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# The Polytechnic Advantage

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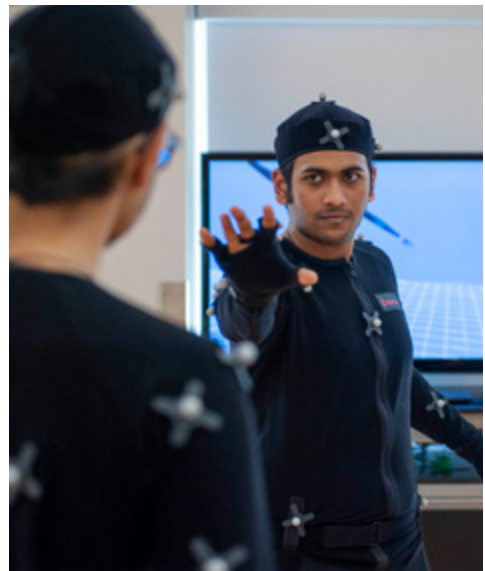
At Fanshawe, we provide a polytechnic advantage for learners. A polytechnic is a post-secondary education institution that provides technical, hands-on learning across a range of credentials including applied degrees, diplomas, certificates, and apprenticeship training. It also offers applied research opportunities that connect learners with industry.

Fanshawe is one of 13 leading research-intensive, publicly supported polytechnics in Canada. We fuel business innovation with applied research and expertise. Being a strong polytechnic institution, means that **Fanshawe produces graduates with skills that employers want and need now and in the future.**

The Fanshawe polytechnic advantage includes the following:

- **Polytechnic graduates are in high demand** due to our skills-based education designed to meet labour market needs, industry-expert faculty, state-of-the-art labs and equipment, and an innovative mindset.
- **Learning is hands-on and practical**, ensuring that our students graduate with confidence, critical thinking skills, and resilience to face new challenges head on.
- **Programs are industry-driven** with ongoing, regular consultation and feedback from program advisory committee members (employers) for each program area, informing Fanshawe of changes or needs in specific industries that can be reflected in our curriculum.
- **Our program portfolio spans across different credentials** including certificates, diplomas, advanced diplomas, degrees, graduate certificates, and apprenticeships.
- **Speed and responsiveness are built into the system.** Fanshawe can respond fast and effectively in periods of labour shortages and economic transition because we launch micro-credentials and short-cycle programs quickly, deliver rapid upskilling funded by government and employers, and adapt curriculum in months, not years.
- **Graduates are ready** to innovate, conducting applied research in food innovation, sustainable building and automation, and more through our Centre for Research and Innovation. There is a strong emphasis on applied research, industry collaboration, and leveraging new technologies.

At Fanshawe, students receive hands-on, practical training in career-focused programs. They safely put into practice what they learn through simulated experiences using technologies like artificial intelligence (AI) and Extended Reality (XR), as well as through co-ops, field placements, and capstone projects. Students graduate with the skills needed to work in high demand fields and with real-world experience. That is the polytechnic advantage at Fanshawe.



## Graduates are ready

# Our Purpose, One Big Goal, and Values

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**FANSHAWE**

## OUR PURPOSE

Transforming potential into impact

## OUR ONE BIG GOAL

Guiding the learning journey of our students to ensure they are ready for work and life, today and tomorrow.

## OUR VALUES

### **Empathy.**

We put people at the centre of decisions.  
We recognize the whole person and their individual needs.

### **Belonging.**

We challenge systemic barriers.  
We embed equity and inclusion in everything we do.

### **Unity.**

We respect, seek, and combine our respective expertise and strengths to achieve greater impact.

### **Learning.**

We continuously evaluate what we do and how we do it.  
We adjust with intention and boldly reimagine the way forward, even when it's hard.

### **Courage.**

We engage each other with candor, care and curiosity.

# Focus Areas

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Our strategic direction gives us a clear path in our work at Fanshawe. It is anchored on three interconnected areas of focus which align with our one big goal of guiding the learning journey of our students to ensure they are ready for work and life, today and tomorrow.

- **Transforming the delivery of learning and services for an improved learning experience.** Through flexible learning options, personalized student supports, authentic systemic change, and innovative teaching, Fanshawe empowers students to customize their learning journey to fit their needs and to learn the skills needed to transform their potential into impact.

- **Evolving how we work for efficient, responsive, and sustainable operations.** With engaged employees working in an environment that allows for agility and supports sustainable practices, we are strengthening Fanshawe's financial resilience and empowering our people to be more collaborative with each other, our industry partners and our learners.

- **Making a difference for stronger contributions to our community and the economy.** Through our collaborations with strategic partners and our employers, Fanshawe will strengthen our polytechnic education model for students and enhance our contribution to the economic and social development of our communities.

Actions to support these focus areas are described on the following pages.

## FOCUS AREA:

# Transforming the delivery of learning and services for an improved learning experience.

Fanshawe is responding to student demands and needs by evolving our learning and service delivery to be more personalized, flexible and customizable. Through innovative teaching and supports, we guide learners with approaches tailored to their individual needs. We recognize that every learner brings diverse experiences and strengths, and we aim to meet them where they are in order to transform their potential into impact. As a result, students experience Fanshawe as a community that is innovative, responsive, relational and aware.

### Actions

- Create viable, customizable learning options: Meet diverse needs of mature learners by providing flexible learning pathways and deliveries that support continuous learning.
- Personalize student supports: Leverage technologies and data intelligence to provide inclusive, personalized supports in ways that are responsive to our learners' needs.
- Continue our journey of truth and reconciliation: Support programs and initiatives that respect and recognize the knowledge, values, and experiences of Canada's Original Peoples to better support Indigenous student success.
- Build future-ready learning: Embed artificial intelligence (AI) and digital literacy skills in our curriculum.

## FOCUS AREA:

# Evolving how we work for efficient, responsive, and sustainable operations.

Fanshawe values its people and nurtures a culture of empathy, belonging, unity, learning, and courage. These five core values are essential foundations of a socially sustainable institution. At the same time, we are changing how we work to be more transparent, efficient, effective, and environmentally responsible to strengthen Fanshawe's financial resilience and to empower our people to be collaborative in their work as guides. Engaged employees and sustainable operational excellence will be the cornerstone of our success to transform potential into lasting impact for learners, industry and the community.

### Actions

- Cultivate a values-driven culture: Achieve high employee engagement by ensuring leaders have the competencies needed to demonstrate Fanshawe's values in every interaction.
- Sharpen our operational focus: Our organizational ways of working become clearer, more efficient, and more sustainable so we can respond to challenges and opportunities with greater agility.
- Leverage our technology: Integrate technological systems and agentic artificial intelligence (AI) to empower us to be more collaborative with each other, more proactive in supporting students and make more data-driven decisions.
- Strengthen financial resilience: Build strong planning and financial skills and cultivate high value strategic partnerships that generate new revenue and investment to support our mandate and students.

## FOCUS AREA:

# Making a difference for stronger contributions to our community and the economy.

Partnerships at Fanshawe enable us to provide our polytechnic advantage and give learners a hands-on experience. We are expanding our relationships with industry, community organizations, and government partners to create shared value and drive regional prosperity. By working collaboratively on real-world challenges, we strengthen Fanshawe's role as a trusted partner, expand opportunities for students to help them be work-ready, and enhance our contribution to the economic and social development of our communities.

### Actions

- Co-create with industry: Ensure program relevance by designing new and reinvigorating existing programs and training with industry partners.
- Expand experiential learning: Grow opportunities for experiential learning by partnering with employers in new and innovative ways that strengthen students' work readiness.
- Increase economic and social impact: Partner with industry and organizations to address real-world challenges collaboratively in ways that connect learners with our communities.
- Enhance government advocacy efforts: Strengthen relationships with all levels of government to increase awareness of our value and advance institutional priorities.



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# Foundational Plans

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Foundational plans define the core principles, structures and operating models that guide Fanshawe's future. They informed the development of our new strategic direction and continue to be institutional priorities that will be carried out in tandem with it.

The following plans highlight our commitment to Truth and Reconciliation, inclusion and anti-racism, and environmental and social sustainability, as well as help us realize our values, be financially resilient and future focused.

- **Indigenous Action Plan**
- **Equity, Diversity, Inclusion Action Plan**
- **Sustainable Development Goals (SDGs) Action Plan**
- **Strategic Enrolment Management (SEM) Plan**
- **Campus Development Plan**
- **Collaborative Procurement and Vendor Management Plan**
- **People Plan**
- **IT Plan**
- **The College Budget**

# Bringing It All Together

## OUR PURPOSE

**Transforming** potential into impact.

## OUR ONE BIG GOAL

**Guiding the learning journey of our students to ensure they are ready for work and life, today and tomorrow.**

## FOCUS AREAS

Transforming the delivery of learning and services for an improved learning experience.

Evolving how we work for efficient, responsible, sustainable operations.

Making a difference for stronger contributions to our community and the economy.

## FOUNDATIONAL PLANS

- Indigenous Action Plan
- Equity, Diversity, Inclusion Action Plan
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# Measurement



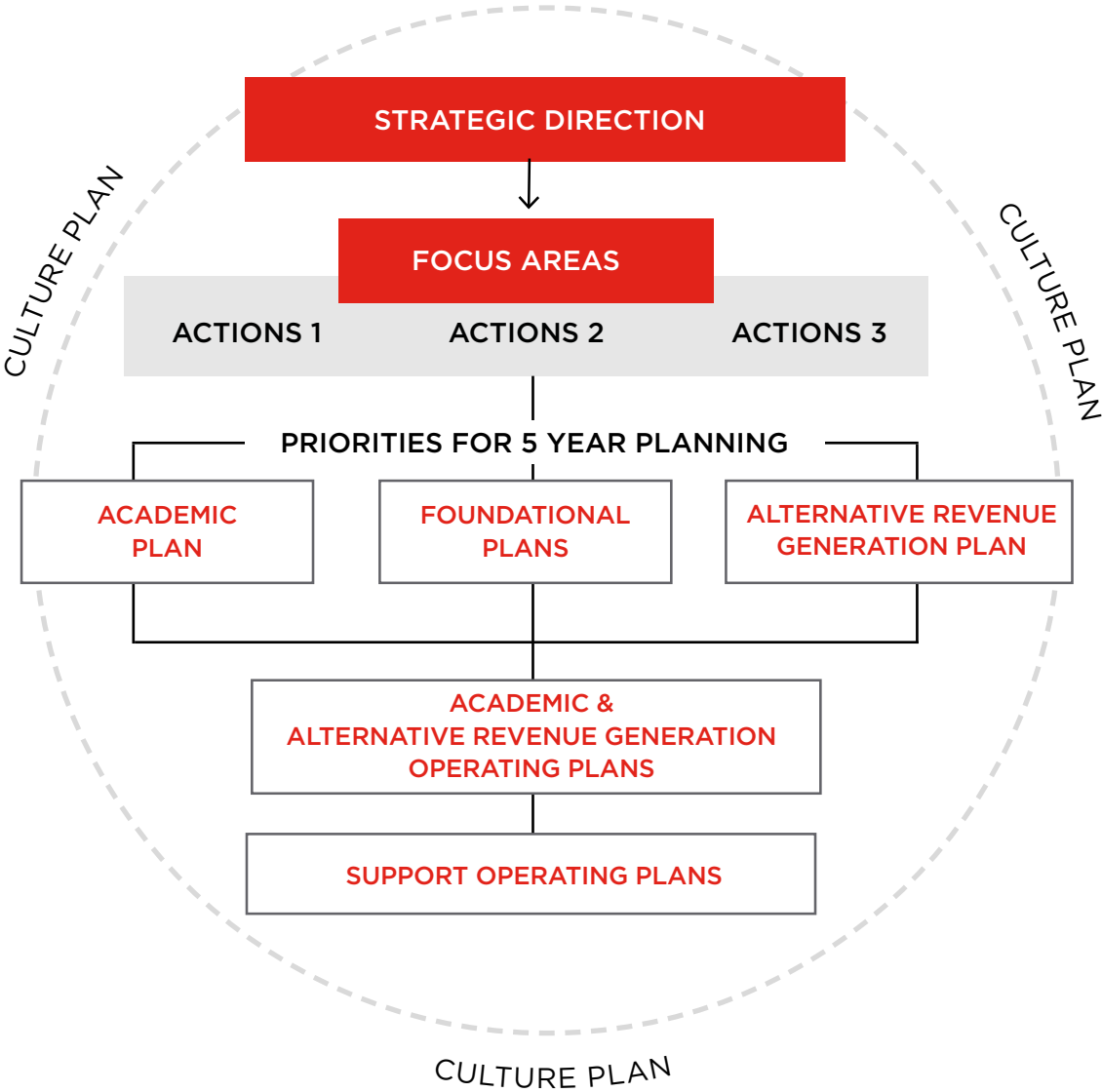
To measure our strategic direction, we use a balanced scorecard. A balanced scorecard purposively takes an integrated view of organizational performance by including measures from different perspectives including: our learner, our community, our people, and internal operations. This approach can provide us with a comprehensive understanding of our performance in relation to our focus areas and helps to drive accountability and institutional effectiveness.

Measures	Transforming learning and services	Evolving how we work	Making stronger contributions
<b>Learner perspective</b>			
Student experience scores	✓		
Learning modality flexibility rating	✓	✓	
Experiential learning measure	✓		✓
Graduation rate	✓		✓
Employment rate	✓		✓
<b>Community perspective</b>			
Revenue from external sources	✓	✓	✓
Strategic partnerships	✓	✓	✓
Socio-economic benefit results	✓		✓
<b>People perspective</b>			
Employee engagement scores		✓	
EDI scores	✓	✓	✓
360° scores		✓	
<b>Operations perspective</b>			
Financial health indicators	✓	✓	✓
Enrolment	✓		✓
Sustainability rating		✓	✓
Technology adoption rate	✓	✓	✓

For each measure, we set targets, track performance, and communicate results through an annual report and an internal dashboard.

# Integrated Planning

Implementation of our strategic direction will be done through an integrated approach. As shown in the illustration below, integrative planning helps us align Fanshawe’s strategic direction to our operations in ways that require communication and collaboration between departments. This approach enables us to align resources, processes, and people by planning for initiatives that support our strategic direction alongside our mandated operations on an annual basis. Integrated planning positions Fanshawe well to respond to challenges and opportunities.



Academic and alternative revenue plans will include initiatives that we can measure, set annual targets for and track performance. Results will be communicated alongside the balanced performance measures described previously, with the aim of continuous improvement.

Operating plans also include measures that will be tracked by department and connected to performance plans. SMART measures are specific, measurable, achievable, relevant and timebound.



