

Fanshawe College Strategic Goals and Commitments 2020 to 2025

Goal 1: Enhance innovative practices for exceptional student learning

- 1.1. Create a Signature Innovative Learning Experience (SILEx) for every student by ensuring that at least one experiential learning activity (entrepreneurship; live client interaction; multidisciplinary projects; global projects; and applied research) is incorporated in all new and existing post-secondary programs by September 2021.
- 1.2. Incorporate at least three of the College's seven identified job skills for the future (novel and adaptive thinking; resilience; social intelligence; self-directed learning; global citizenship; complex problem solving; implementation skills) in learning outcomes for all post-secondary programs by September 2021.
- 1.3. Complete the Innovation Village capital project, supported by the Innovation Village concept, with the cost not to exceed \$55M. Launch Phase 1 by September 2020.
- 1.4. Continue to implement the College's Mental Health Strategy, through a comprehensive and college-wide approach to student wellness that focuses on creating a culture of support and responsiveness to student mental health concerns. Complete an evaluation of impact for the strategy by September 2023.
- 1.5. Continue to implement the *Here for You* campaign with a focus on systems and social media tools that improve student awareness of available services and supports, increase student engagement on campus, and refine referral from departments and schools to relevant services. Complete an evaluation of impact for the campaign by September 2020.

Goal 2: Manage enrolment growth

- 2.1. Maintain the enrolment of domestic students by staying within the corridor midpoint (equating to 17,200 weighted funding units) as defined in the Strategic Mandate Agreement (SMA) 2020-25.
 - 2.1.1. Develop and implement a Mature/Part-time Learner Strategy focusing on growth strategies mapped to renewed segmentation analysis and existing and emergent flexible delivery methods (develop by Spring 2020 and implement by Spring 2022).
 - 2.1.2. Implement an organizational-level eLearning Strategy to support enrolment growth and enhance the student's digital learning experiences:
 - Increase the number of fully-online post-secondary programs by 10, by September 2023.
- 2.2. Increase indigenous student enrolment to represent 6% of the College's annual domestic student population (Target 1 of the Indigenous Action Plan) by December 2025.
 - 2.2.1. Develop innovative and alternative pathways to recruit and retain indigenous students by March 2021 (Goal 1 of the Indigenous Action Plan).
- 2.3. Increase international term enrolments by 50% (from baseline established April 1, 2020) over five years.
 - 2.3.1. Implement the staff and faculty pillars of the Global Engagement Framework by March 2025 (retention of global learners to London; sector leadership in international student supports; supports to staff to be responsive of student needs; and opportunities for students to learn abroad).

- 2.4. Maintain Fall semester level one retention rate within a +/-1% band of tolerance from a target of 79.2%.
- 2.5 Develop an Apprenticeship Strategy, in alignment with metrics as defined in SMA3 and in congruence with current government priorities, by Spring 2020 and implement by Spring 2022.

Goal 3: Optimize use of resources and enhance organizational capacity

- 3.1. Implement a procedure to evaluate, prioritize, and select capital requests for investments over \$500,000, that the College will approve funding for, by March 2021.
- 3.2. Implement the College's ERP/integrated solutions project with a focus on a new/improved Student Information System (SIS), Financial System, and Human Resource Management System (HRMS) by March 2025.
- 3.3. Complete the five phases of the Data Strategy (student success; budgeting and planning; capital planning; enrolment optimization; and workforce planning) by March 2025.
- 3.4. Foster wellness, creativity and personal and professional fulfillment among faculty and staff through a culture of innovation, interdisciplinary collaboration, lifelong learning and flexible work environments. Conduct a needs assessment, by Fall 2020, of human resource supports required to implement changes arising from the 2020-2025 Strategic Goals and Commitments.
 - 3.4.1. Execute an Equity, Diversity, and Inclusion Strategy by December 2021.
 - 3.4.2. Create a culturally safe environment for Indigenous students and employees by providing awareness and competency training to at least 20% of staff annually commencing in Fall 2020 (Goal 3 of the Indigenous Action Plan).

Goal 4: Build sustainable, complementary sources of revenue

- 4.1. Increase revenues generated from providing instructional and non-instructional services to Non-Government Ontario-based, Canadian and foreign firms, agencies, or associations, where the activity is paid for by the firm, agency, or association and not by students through student tuition or fees, as determined by the SMA3 targets.
- 4.2. Implement the operational plan for offshore education and training by March 2021 with a focus on business development in countries identified as most aligned to the BoG's Offshore Opportunities Framework (Commitment 4 of the Global Engagement Strategy).
- 4.3. Increase annualized cash donations from \$3M (2019/20FY) to \$6M (2022/23FY).
 - 4.3.1. Implement data - driven and contemporized advancement efforts (structure, processes, data, talent, and platforms) by April 2021
 - 4.3.2. Develop persona descriptions that can be used to tailor high-impact donor cultivation and conversion strategies - by September 2021.
 - 4.3.3. Finalize a multi-year College donor cultivation and conversion strategy, enabled by the donor segmentation study findings, by December 2021.