

# further together



## THE EVOLUTION OF THE CAMBRIAN WAY

Five years ago, we reimagined what Cambrian College could be.



Our purpose then was to begin a journey to becoming a destination of choice amongst Ontario colleges.

We created and implemented a plan that evolved to focus unapologetically on five key foundational areas:

- Applied Research
- Internationalization
- Campus Modernization
- Teaching and Learning
- Indigenization

With transformational thinking, a deep commitment to listening, and a focus on concrete, achievable action, we activated the talents and abilities of our faculty, staff, Board, students, and community partners to **Imagine, Inspire and Innovate** our College environment, in order to better serve our diverse and growing student body, and the businesses and industries that employ them.

That plan was completed in 2019, one full year early.

Now we are building on that foundation with **Further Together**, our new Cambrian College strategic plan, which honours the collaborative spirit at the core of our Cambrian community, and charts a renewed and reloaded path to positioning us as an undeniable destination for higher education.

As with our past plan, we put a significant focus on engaging with the people we serve, the communities we partner with, and the internal team that brings it all together.

**Through more than 300 hours of engagement, with nearly 1500 stakeholders, the Cambrian community shared close to 5000 ideas for our future.**

The volume and diversity of inputs included bold and ambitious visions and important practical and achievable ideas, on everything from campus environment and academic programming, to community engagement, sustainability and research growth.

And we read and considered every single one.

Our new strategic plan is grounded in this important stakeholder input and the foundational success of our last plan, and most importantly, is held together by the collective passion of our faculty and staff.

defining  
our  
future

# our promise and purpose

Representing a wide diversity of perspectives, the ideas submitted in our engagement process were unified in reaffirming that Cambrian College exists for one fundamental purpose:



## TO SUPPORT STUDENTS

Whether through best in class education, facilities, programs or partnerships, Cambrian exists to serve and develop students who become skilled, resourceful and resilient graduates.

That core promise and purpose is reflected in this plan, in the expertise and the actions of our caring and committed faculty and staff, in all of our day-to-day operations, and in our Board End, which is: *Cambrian College delivers opportunities for students that change lives and communities through sustainable education.*<sup>1</sup>

**Further Together** is focused on the foundational, transformational and aspirational change necessary for us to sustain our ongoing commitment to our students and to our future ambitions.

We went into the planning process with two important intentions:

**1. THAT THIS PLAN NEEDED TO BE SIMPLER** | While there's no denying we accomplished a great deal with our last plan, we heard loud and clear that it felt complex. This plan is written to be aspirational enough to move us toward our bold, long-term vision, and to be straightforward enough to facilitate understanding and ease of engagement by campus members and community partners.

**2. THAT WE WERE PREPARED TO BE WRONG** | Predicting the future, especially in the 21st century, is an incredibly tall order. We agreed that we needed to be nimble, flexible and, philosophically, to be open to risk in order to meet the demands of an ever-evolving market and the needs and expectations of modern learners.

That's why we've framed our work into one single strategic goal for the next five years:

**To be the college of choice for our differentiated academic opportunities, exceptional college experience, and our valuable partnerships.**

Read on to discover how we're going to get there, together.

<sup>1</sup> Board End | The core strategic function of an institution, as stewarded by the Board of Directors. Confirmed <month> 2019.

MISSION. VISION. VALUES.

Postsecondary education today is in a constant state of evolution, and Cambrian intends to lead.



To do that, we need a living plan - one that allows us to show evidence of progress to our Board and other stakeholders, and allows us the flexibility to pivot as conditions change.

This plan is fundamentally different than previous plans because it necessarily must be.

But it is built on the unwavering foundation of Cambrian’s commitments to:

- 1. Student success;
- 2. Fiscal responsibility;
- 3. Our people and our service culture; and,
- 4. Organizational performance.

It is also anchored in our mission, vision and values:

MISSION

To offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and sustaining meaningful employment. To meet the needs of employers and the changing work environment. To support the economic and social development of our diverse community, locally and globally.

VISION

Our vision is to imagine the impossible, to inspire one another, and to innovate in ways we have yet to fully explore. To envision the impossible and work together to achieve what we envision.

VALUES

Innovation | Respect | Collaboration | Excellence

**cambrian  
intends  
to lead**







# college of choice

## OVERVIEW OF OBJECTIVES

Further Together is not constrained by simply what is straightforward or practically realistic.

Institutions that want to change lives and communities, as we do, need to think broadly and to stretch beyond what is necessary to what is possible, and even, seemingly implausible.

Our plan structure is a direct reflection of this, with 8 core objectives that all feed our singular goal to be a **college of choice**. They are:

1. Excel in Teaching and Learning
2. Modernize the College
3. Think Globally
4. Respect Indigenous Cultures
5. Advance Applied Research
6. Enhance College Wellness
7. Promote a Sustainable Campus
8. Grow and Steward Industry Partnerships

These objectives are further segmented into three types of accountabilities - representing our ability to think and act both practically and innovatively:

▲ **Foundational**  
Core and must-do priorities that ensure we are industry standard.

◆ **Transformational**  
New and stretch priorities that help us keep pace with competitors.

★ **Aspirational**  
Blue sky and future thinking priorities that reach beyond even our most progressive competitors.



# actioning our objectives



While a spectrum of life skills are supported and honed in the post-secondary environment, our College exists, fundamentally, to support students to achieve their learning goals.

# excel in teaching and learning



Cambrian needs to lead the way in pedagogy, teaching models and learning modes, including flexible, traditional, hybrid and online approaches that meet the diverse needs of modern learners.

Here’s how we’ll continue to *raise the bar* for teaching excellence:



## Foundational

Create a more flexible, inclusive, and responsive academic learning experience



## Transformational

Diversify our credentials and offerings to remain responsive to the changing needs of the 21st century work environment



## Aspirational

Redefine post-secondary education



As post-secondary education becomes more influenced by technology, so is it influenced by demographics, both domestically and internationally, and by the expectations of modern learners.

# modernize the college



In addition to embracing the digital world, colleges like Cambrian need to consider learning spaces and gathering places that reflect the ever-changing world around us.

Here's how we'll meet the *evolving expectations* for our campus environment:



## Foundational

Improve the appearance and functionality of our physical and digital spaces



## Transformational

Transform learning and service spaces to be more inclusive, collaborative and welcoming to the diverse populations we serve



## Aspirational

Create an environment that offers seamless in-person and digital learning and service options



Modern colleges are no longer confined to or defined by their original geographic locations.

# think globally



As all aspects of our lives become increasingly globalized, so must education. Bringing international learners to our campuses is an important first step, but it is just the beginning of what is possible and necessary. Recruitment and retention, cultural competency and safety, and rethinking the borders of education and the partnerships that enable it, must be front of mind for competitive institutions.

Here’s how we’ll make *global thinking common practice*:



## Foundational

Engage, grow and diversify our international student population



## Transformational

Create reciprocal global learning experiences



## Aspirational

Ensure every member of the Cambrian community has the opportunity for a global learning experience



Think Globally



Actions toward reconciliation continue to move slowly across our country. There is so much more to do, including much greater levels of listening.



→ Respect Indigenous Cultures

# respect indigenous cultures



The post-secondary sector can play an important role. Honouring and respecting the lands on which we teach and learn will always be a foundational value of our College. But more, we will celebrate the richness of Indigenous culture on campus and continue to listen and grow together.

Here’s how we’ll continue to *grow our cultural competency* and engage with the gifts of our Indigenous brothers and sisters:



## Foundational

Advance our commitments to the Indigenous Education Protocol



## Transformational

Provide a learning environment that celebrates and respects Indigenous culture and the diversity of our Indigenous learners, by building upon the Indigenous Educations Protocol



## Aspirational

Be the number one college in Ontario for Indigenous learners



Best-in-class faculty expertise, modern facilities, and student bodies highly trained in practical, hands-on, real world scenarios, are key competitive advantages for applied research success in many Canadian colleges.



→ Advance Applied Research

# advance applied research



This also means the environment grows more competitive each year. Building strong and productive relationships, innovating with industry partners, and keeping pace with sector-specific, technological, and workforce changes, are strengths Cambrian can build on in this new evolution as a research-intensive College.

Here’s how we’ll *reach higher and further* in the world of research partnerships:



## Foundational

Expand research influence by engaging more programs, students and faculty in applied research



## Transformational

Be the first choice in Ontario for small and medium enterprise research and innovation



## Aspirational

Be nationally recognized for our research expertise and industry partnerships

No community, regardless of strategic ability, financial strength, or any other measure of excellence, can be strong if it is not well.



→ Enhance College Well-being

# enhance college well-being



As well-being emerges as the most pressing topic of conversation in modern institutions and workplaces, Cambrian is naming and embracing well-being as an important, stand-alone strategic priority. The positive effects of a clear commitment to well-being will extend to students, faculty and staff.

Learn how we'll make wellness a *foundational focus*:



## Foundational

Enhance the success of our students, faculty and staff by continuing to foster a culture of safety, belonging, support and wellness



## Transformational

Align our health and wellness mandate with the Okanagan Charter (*an International Charter which calls on post-secondary schools to embed health into all aspects of campus culture*)



## Aspirational

Become recognized as a leading institution for student and employee well-being



No leading businesses or institutions can claim authority or excellence in any industry today without considering environmental impact and stewardship.

# promote a sustainable campus



Informed environmental stewardship is more than a sound strategy. It is a human imperative. At Cambrian, we are committed to going beyond expectations and considering the environment in every aspect of our work, from straightforward tactics like electricity management and waste diversion, to targeted programs, learning strategies and curriculum outcomes.

Here’s how we’ll begin to *lead the way* in sustainable practices:



## Foundational

Create a commitment to environmental sustainability among our students, faculty and staff



## Transformational

Actively reduce our carbon footprint



## Aspirational

Contribute to advancing the United Nations 2030 Sustainable Development Goals in College operations and academic programming



Promote a Sustainable Campus

Colleges are, by design,  
integral to the communities  
they call home.



→ Grow and Steward  
Industry Partnerships

# grow + steward industry partnerships



This grounding in community and our ability to impact regional economies is key to mutual strength and success. Building upon our 50-year history of supporting regional growth, through collaboration and partnerships, Cambrian will continue to strengthen the economic and social fabric of the communities we serve, and extend our experience, expertise and services across our province.

Here’s how we’ll *work with our partners* to go beyond the norm:



## Foundational

Grow the number of regional employer, industry and partner relationships



## Transformational

Become known as an easily navigable partner and solutions provider for industry, government and community



## Aspirational

Become a philanthropic beneficiary of choice for our partners



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We are excited to share our plan with our campus family and our partners, both in our community, across the North, and around the globe.

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**looking  
beyond  
this plan** and into  
the future.



WE MUST THINK BIGGER.

And with this in mind,  
we’re setting another ambitious,  
long term, target of 5-10 years.

As we solidify our position as a college of choice, we also have a responsibility to look at the long-term success and sustainability of our College. As challenged by our Board of Governors at the outset of the plan,

*this means thinking boldly and looking beyond the 5-year scope of this plan.*

...and that is to develop our capacity as a leader in polytechnical education. A brave and bold direction for some, but in reality, something we already live and breathe here at Cambrian.

Polytechnical education means focusing on applied, hands-on, industry-aligned learning, with real-world experiences – or Work Integrated Learning (WIL) – built right into curriculum. This will help us achieve the outcomes that employers have told us they are looking for – highly employable graduates ready to produce. Polytechnic education also means expanding our credential roster, offering applied degrees, and new diplomas and certificates, along with apprenticeship training, all while feeding innovation in the marketplace through our applied research expertise.

**This is the essence of a polytechnic education.**

It is a course that Cambrian has already charted, and traversed successfully for years. By adopting the characteristics of a polytechnic, we are defining our longer-term direction, and ensuring that we are positioning ourselves for the future of postsecondary.

further  
together



By boldly moving forward with confidence, Cambrian can be known as an innovative destination where students realize their post-secondary goals in a full range of credentials, many yet to be imagined, let alone developed.

Whether or not we become a fully-recognized polytechnic institution, our work over the course of this plan can, and must lay the foundation for a long-term, differentiating leadership position for our College within the postsecondary system.

**We can become a best-in-class, globally-recognized College.**

**We can develop skilled, resourceful and resilient graduates.**

**We can contribute to strong, sustainable industries and inclusive communities in the North and around the world.**

To do that, we need to be bold. We need to be determined. We need to be prepared to be wrong, and we need the ability and the plan that lets us act quickly to course correct. We need to trust in, and be inspired by, our richest resource – our people. We will punch above our weight, and move forward in a way and into spaces never before achieved by a small college.

Most important, we need to get started. Today.

**Because it will take all of us. Working together.**







## STRATEGIC PLAN | 2020-2025



**CAMBRIAN  
COLLEGE**