

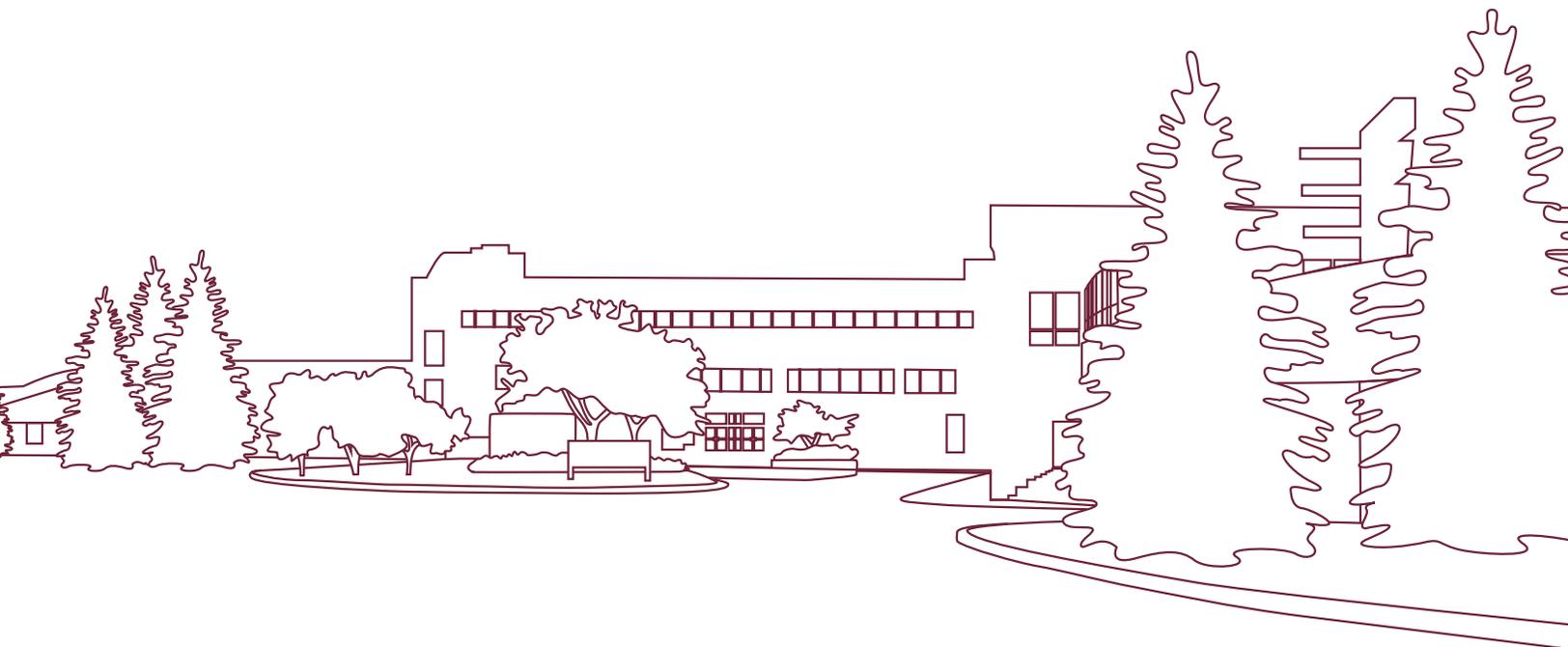
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**CAMBRIAN  
COLLEGE**

# **Strategic Plan**

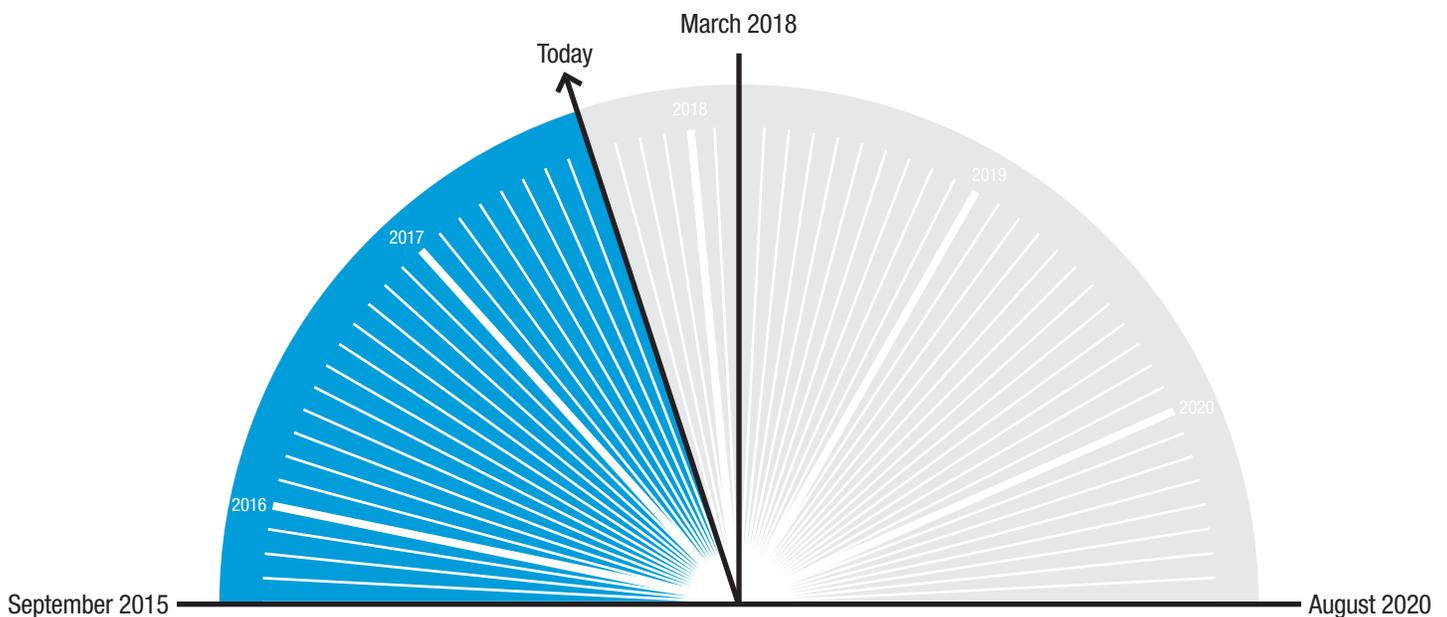
Cambrian College Monitoring Report

**OCTOBER 2017**



## PREFACE

For the past 24 months, staff and faculty at Cambrian have been operationalizing the College's Strategic Plan, which was launched in September 2015.

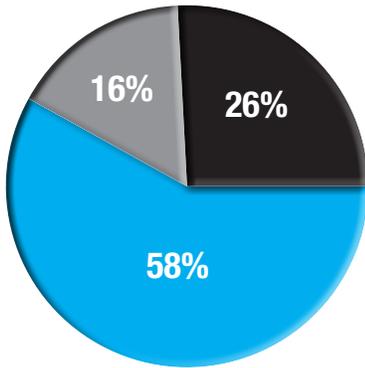


### Within the monitoring report you will find the following:

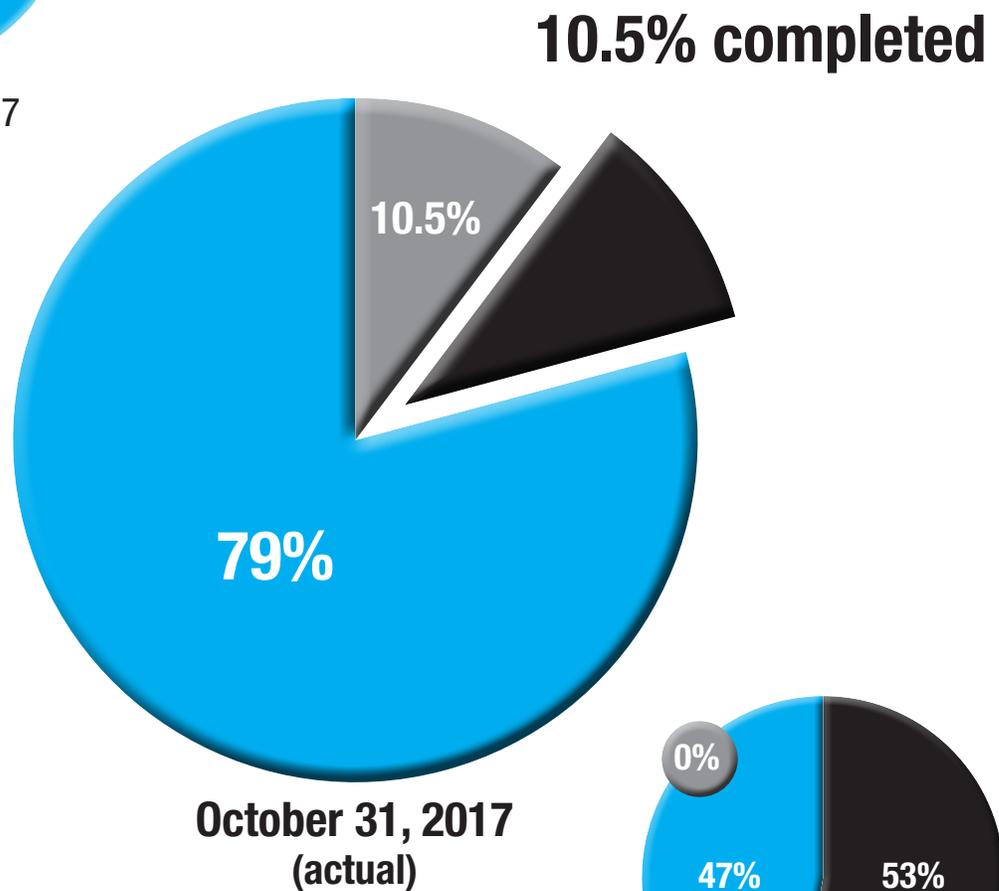
- Section A – Overall Progress
- Section B – Status Updates
- Section C – Completed Objectives

## SECTION A – OVERALL PROGRESS

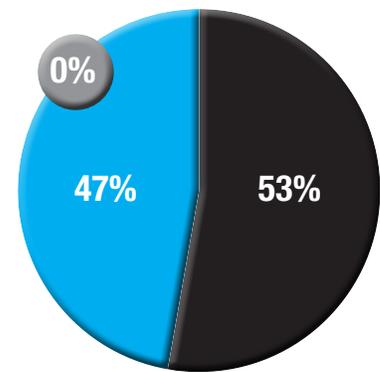
The following graphs outline the overall progress of the 19 objectives through the four tactical phases:



October 31, 2017  
*(projected)*



October 31, 2017  
**(actual)**



April, 2018  
*(projected)*

- Foundational Tactics
- Discovery and Analysis
- Establish Plan, Implement and/or Set Targets
- Objective completed

## SECTION B – STATUS UPDATES

**OBJECTIVE 6.2** – Establish a campus modernization plan that optimizes hands-on, collaborative learning experiences through the **revitalization of common areas, simulation, and academic lab spaces**; Create share-learning space that promotes increased faculty/student interaction and independent and group study.

**Since 2015, Cambrian has advanced this strategic priority by:**

- ✓ Investing \$3.1M in campus modernization projects, including:
  - Equipment upgrades
  - Lab and classroom renovations (HVAC, Civil, etc.)
  - Teaching and Learning Hub space
  - Library renovations
  - Wifi improvements
- ✓ Investing over \$7.6M in deferred maintenance projects, including:
  - Faculty office renovations
  - Roof replacements
  - HVAC upgrades
  - Plumbing infrastructure updates
  - Elevator improvements
- ✓ Creating a two-phase approach, completing phase I and developing Phase II
- ✓ Conducting a survey of students and staff inviting feedback on modernization opportunities and prioritization based on feedback
- ✓ Adding additional seating to common areas across campus to facilitate groupwork and gathering
- ✓ Opening the Zen Den
- ✓ Starting to address WiFi deadzones
- ✓ Developing a 3-year capital renewal plan
- ✓ Adding new flooring to the cafeteria
- ✓ Modernized Annex/Trades offices
- ✓ Investment of over \$1.2M in modernizing technology:
  - Increased capacity for mobile testing
  - Infrastructure renewal
  - New responsive website

**By 2019-20, our targets include:**

- Modernization of the X-ray lab
- Development of a Phase II modernization plan

This objective will be closed off once the plan has been vetted with the Strategic Plan Advisory Group in accordance with the Strategic Plan Governance model and shared with stakeholders

**OBJECTIVE 6.4** – Create and **implement a college-wide plan to build awareness and understanding of the diverse perspectives** and learning needs of our campus community.

Since 2015, Cambrian has advanced this strategic priority by:

- ✓ **Joining the Centre for Diversity and Inclusion**
- ✓ **Incorporating diversity and inclusiveness into the current policy review and new policy development process**

- ✓ Creating guidelines for inclusive language
- ✓ Developing a new Moodle Diversity Training Module for new and current Cambrian College staff
- ✓ Creating a diversity awareness campaign set to launch across campus
- ✓ Conducting retroactive accommodation training for faculty, staff and students
- ✓ Staging ‘Survivance’ play to raise awareness around residential schools
- ✓ Inviting campus-wide participation in Sacred Fire Arbour ceremonies, including seasonal change, full moon and bear feast
- ✓ Launching the Moosehide Campaign to raise awareness of violence against women and children
- ✓ Wabnode has partnered with community service programs to promote the significance of self-care and cultural awareness in professional practice
- ✓ Commemorating World Mental Health Week
- ✓ Hiring a Wellness Coordinator
- ✓ Hosting intercultural student events including Rafters socials, outdoor excursions, Diwali, Bollywood, etc.
- ✓ Developing cultural sensitivity workshops
- ✓ Launching the International Games series
- ✓ Developing an on-campus workstudy program for international students
- ✓ Displaying flags representing home nations of Cambrian students at Open House and Convocation
- ✓ Introducing inter-cultural student orientation leadership teams

**By 2019-20, our targets include:**

- An active campus Diversity Committee
- Campus-wide awareness of the diversity of our Cambrian family

This objective will be closed off once the plan has been vetted with the Strategic Plan Advisory Group in accordance with the Strategic Plan Governance model and shared with stakeholders

**OBJECTIVE 8.1** – Establish criteria to **identify and actively promote distinctive programs** and services unique to Cambrian College.

**Since 2015, Cambrian has advanced this strategic priority by:**

- ✓ **Conducting an extensive province wide comparator project, benchmarking Cambrian programs against competing programs at other colleges**
- ✓ Launching a staff survey to generate feedback around distinctive programs and services at Cambrian College
- ✓ Expanding Marketing Team participation in Program Advisory Committee meetings
- ✓ Developing a recruiter training program with Program Coordinators
- ✓ Prioritizing the development of new program videos
- ✓ Developing and launching a new marketing campaign, emphasizing distinct programs and features in the latest edition of our Career Guide (Viewbook)
- ✓ Highlighting unique features on program web pages
- ✓ Emphasizing distinct program elements in program-specific advertising
- ✓ Revising our in-school and agency recruitment presentations, traditional and social media campaigns
- ✓ Modifying the “Areas of Program Distinction” section of program plans in order to better identify unique features

**By 2019-20, our targets include:**

- Creation of an annual list of programs and services meeting ‘distinct criteria’
- Ensuring that ‘criteria for distinction’ are inherent in new and ongoing program and service development
- 10 new program-specific promotional videos

This objective will be closed off once the plan has been vetted with the Strategic Plan Advisory Group in accordance with the Strategic Plan Governance model and shared with stakeholders

## SECTION C – COMPLETED OBJECTIVES

**OBJECTIVE 8.2** – Develop a comprehensive **internationalization strategy** to provide **reciprocal opportunities internally and externally**.

**Strategic Objective 8.2 is now complete and operational. In accordance with the objective, the Working Group has:**

- Developed a comprehensive Internationalization Strategy to provide reciprocal learning exchange opportunities internally and externally**
- Vetted the Framework with the Strategic Plan Advisory Group in accordance with the Strategic Plan Governance model and shared with stakeholders**

## Appendix – Objective 8.2

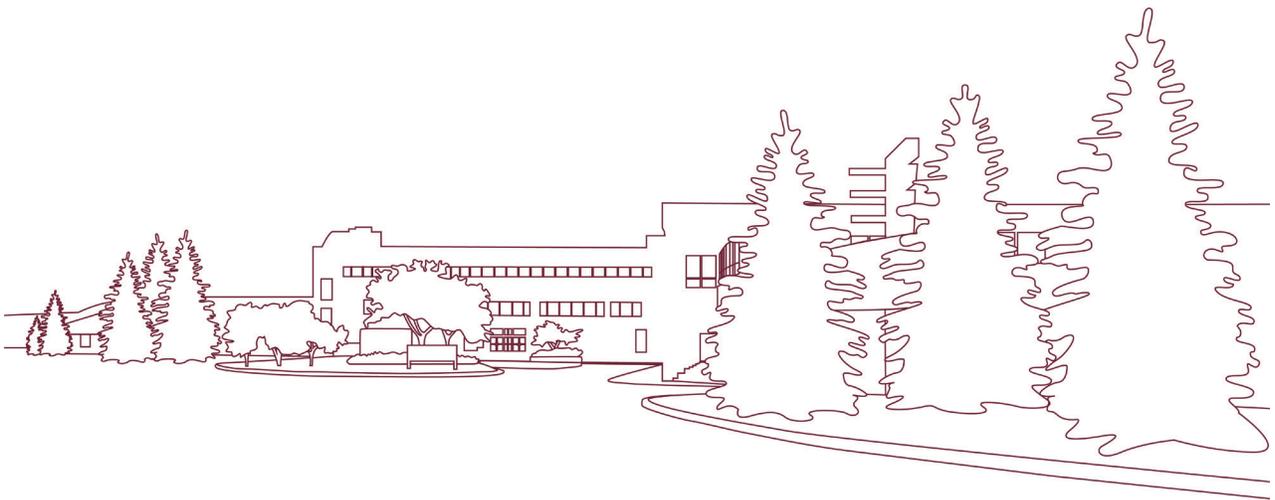


CAMBRIAN  
COLLEGE

# Objective 8.2

## Internationalization Strategy

Submitted by: **Kristine Morrissey**





## 8.0 Broaden our outreach and brand awareness.

8.2 Develop a comprehensive internationalization strategy to provide reciprocal learning exchange opportunities internally and externally.

### Foundational

8.2.1 Establish a cross-representative working-group to lead strategic engagement process to develop and communicate the internationalization strategy.

November 2015 - Working group established with a solid cross-representation from the College Community

Executive Level Sponsor – Kristine Morrissey (International, Applied Research and Business Development)

Co-Chairs – Hadi Fergani (School of Engineering and Environmental Studies) and Nicole Beuparlant (International)

- Aamir Iqbal (IT Department)
- Adwoa Awukusao (Glenn Crombie Centre)
- André Durette (Human Resources)
- Jessica Grillanda (Faculty)
- Paul Denniston (Faculty)

8.2.2 Engage a consultant to provide recommendations of existing best practices in internationalization including guidance and oversight of all tactics related to the development of the internationalization strategy.

Consultant - Ron G. Byrne and Associates engaged in July 2015

Separate reports have been produced, each focusing on a different component:

#### Phase 1 Report – November 2015

- The first was an internal-to-Cambrian review of leadership, structures, perceptions and realities, as articulated by administrators, instructors and students, both domestic and international.

#### Phase 2 Report – December 2015

- The second was an external-to-Cambrian review of: Greater Sudbury as a host community for internationalization; other postsecondary institutions as trendsetters; regional, provincial and national organizations as pacesetters; and the provincial and the federal governments as policy setters.

#### Phase 3 Report – March 2016

- The third was an examination of Cambrian's internationalization partnerships, using data to explore key performance indicators and benefit-cost analysis of internationalization.

#### Phase 4 and 5 Reports – April 2016

- The fourth was an executive summary that encapsulated the journey, an overview, current attitudes and concerns as well as recommendations on moving forward. The fifth was the final report which consisted of the full comprehensive report including all prior phases.



## Discovery and Analysis

### 8.2.3 Review consultants' recommendations of existing best practices in internationalization including guidance and oversight tactics related to the development of the internationalization strategy.

**May – Dec 2016 – Working group met to develop a work plan based on the consultant's recommendations. Additional investigation and further research of best practices was completed. In addition, some operational enhancements were made to support Internationalizing Cambrian.**

Some of the focus areas for additional work included:

- Engaging Barton Carlyle International Market Research in February 2017 to provide relevant market research on 10 potential developing markets to inform our strategic enrolment plan.
- Developing and approving new program offerings that have international appeal.
- Strategically positioning new seats for international students in limited enrolment programs.
- Further nation-wide research was conducted by working group members to recommend best practices in creating an "International Innovation Fund" to stimulate "internationalization at home" as well as abroad initiatives.

Operational enhancements included:

- Review and updating of existing practices and mitigation strategies relating to risk management.
- Invested in three new full-time positions to strengthen our support for students, partners and recruitment efforts as well as created a new Vice President, International, Applied Research, and Business Development role to advance our internationalization strategy.

## Established Plan, Implement and/or Set Targets

### 8.2.4 Develop a framework based upon recommendations as identified by the consultant's report and working group members.

Refer to Appendix A – Roadmap to Internationalizing Cambrian

## Appendix – Roadmap to Internationalizing Cambrian

# ROADMAP TO INTERNATIONALIZING CAMBRIAN

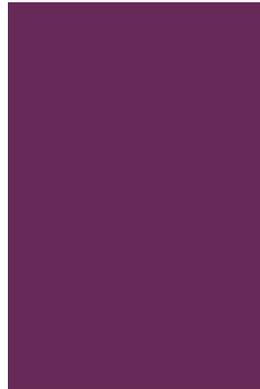
RECIPROCAL LEARNING,  
TRAINING, CURRICULUM



STUDENT  
EXPERIENCE



RECRUITMENT  
AND DIVERSIFICATION



OPERATIONAL  
EFFECTIVENESS



## RECIPROCAL LEARNING, TRAINING, CURRICULUM

### RECOMMENDATIONS

1. a) Create an international innovation framework to provide opportunities to establish “internationalization at home” initiatives.
1. b) Create an international abroad framework dedicated to supporting faculty and students in engaging abroad.
1. c) Provide incentives and support for faculty to internationalize curriculum and establish learning outcomes focused on internationalization.
2. Develop a comprehensive training program for cultural awareness and diversity that extends to staff, employers, institutions and community.
3. Identify and nurture exchange opportunities with Institutions abroad. (Coops, Placement, Credentialed exchanges)

### TARGETS

1. Minimum 4 applications are received for evaluation in the Innovation fund.
2. Every program will have an element of internationalization.
3. Be recognized as having a training program to assist in internationalizing the community.
4. Every program will have an international experiential learning opportunity, at home or abroad.

## STUDENT EXPERIENCE

### RECOMMENDATIONS

1. Review existing student support (housing, access to employment, immigration advising and ease of payment) and develop new support strategies.
2. Review and provide relevant culinary offerings on campus to appeal to the student base.
3. Develop a new welcoming process for all students to support transition to Cambrian.

### TARGETS

1. Ensure every student has an opportunity for a global experience.
2. Increased retention rates for international students.
3. Emphasis on data collection to better establish measurables and benchmarks. Also maximize marketing and promotional opportunities rising from well-reknown surveys such as: International Student Barometer survey.

## RECRUITMENT AND DIVERSIFICATION

### RECOMMENDATIONS

1. Establish a strategic enrolment plan that will expand the number and types of markets from which Cambrian will draw its recruitment.
2. Expand breadth of available programs by allocation of internationally designated seats.

### TARGETS

1. Diversify international markets, limiting dependence to 50% from a single market.
2. Increase enrolment to 800 students from over 30 countries.
3. International students in every program.

Roadmap to Internationalizing Cambrian

## OPERATIONAL EFFECTIVENESS

### RECOMMENDATIONS

1. Conduct a comprehensive review of International department to ensure mandate, value proposition, and structure to support growth.
2. Review key international risks and mitigation strategies and develop appropriate policies and procedures to address.
3. Implement a data governance program to provide for effective collection and management of data.
4. Develop and implement an online application system to ensure efficient and accurate data collection.

### TARGETS

Not Applicable