



**Empowering People.
Shaping Futures.**

Strategic Plan

2025-2030

Progress Report – May 2026

Empowering People. Shaping Futures.

Our Strategic Plan was launched in June 2025, in the midst of, and what continues to be, a challenging time for the college sector. While some institutions chose to delay development of plans, at Cambrian, we welcomed this moment. We saw opportunity in adversity, and we remained focused on what matters most: delivering an education that prepares learners to thrive, contributing to a more inclusive and sustainable world, and building partnerships that make an impact – locally, nationally, and globally.

The achievements realized over the last twelve months, are a product of collaboration. They reflect the hard work and dedication of our Cambrian team, the support of our alumni, partners, and communities, and the sheer motivation we all have to see students succeed.

We have embraced our guiding principles of academic excellence, global perspective, Indigenous values, innovation, and sustainability weave them throughout everything we do.



Goals

In everything we have done over the past year, we have adhered to our guiding principles of

 Academic Excellence

 Indigenous Values

 Sustainability

 Global Perspective

 Innovation

Outlined below is the progress we have made toward our short- and longer-term targets under the objectives of Learner, Team and Community.

Goal #1

Deliver education that fosters creativity, resilience, and personal growth for continued career success.

Goal #2

Create a warm, inclusive experience that strengthens Cambrian's vibrant culture.

Goal #3

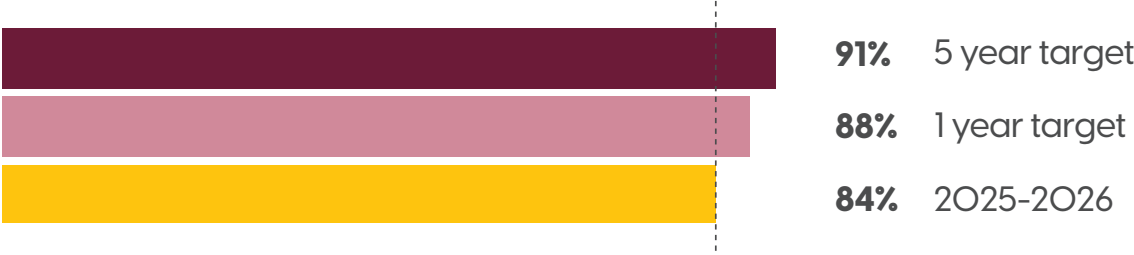
Forge strategic regional and global partnerships that fuel recruitment, unlock learner success, and accelerate innovation and productivity.



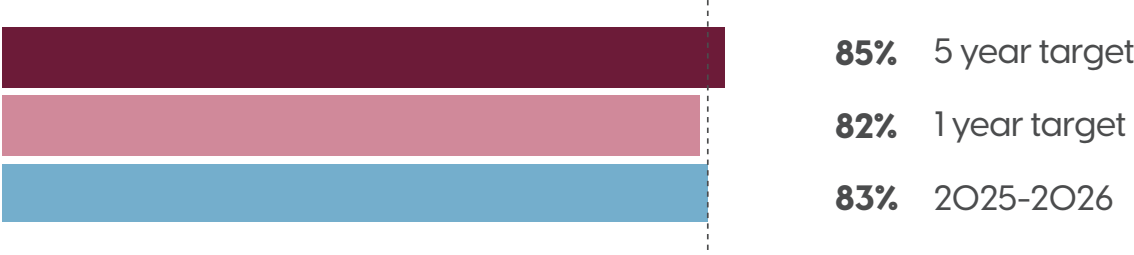
Learner Objective

- Evolve our programs and adopt innovative technologies to meet emerging needs, while advancing teaching practices to drive academic excellence
- Streamline the student journey to be flexible, accessible, and welcoming, while deepening cultural safety and support
- Expand industry and community partnerships to give students skills and career connections

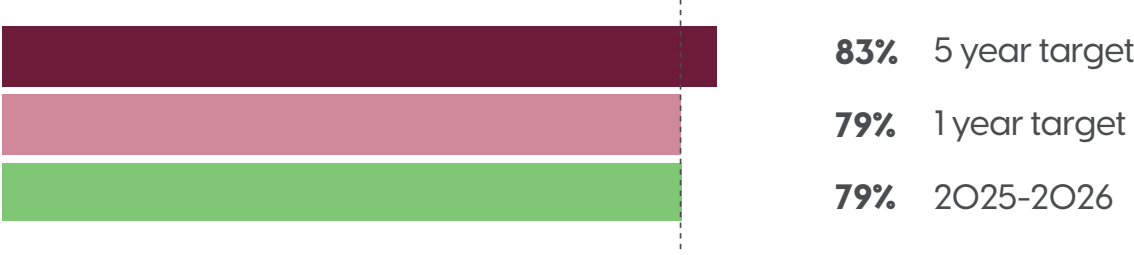
Student retention



Student indicator of quality



Student satisfaction – student services



Above Target Exceeded year 1 target value	Met Target Equal to year 1 target value	Near Target 85% to 99% of year 1 target value	Below Target Less than 85% of year 1 target value
---	---	---	---



Team Objective

- Empower our Cambrian team for career success
- Foster an inclusive, high-performing team environment that empowers everyone to thrive
- Build our capacity as a global leader in innovation, scholarship and applied research

Employee retention



Number of paid student researchers



Above Target
Exceeded year 1 target value

Met Target
Equal to year 1 target value

Near Target
85% to 99% of year 1 target value

Below Target
Less than 85% of year 1 target value



Community Objective

- Enhance student support and work-integrated learning for seamless workforce transitions
- Simplify the partner experience to access tailored solutions that deliver results
- Deepen ties with regional, global, and Indigenous partners to meet needs and support learner success

Value of partnerships



PAC satisfaction



Above Target
Exceeded year 1 target value

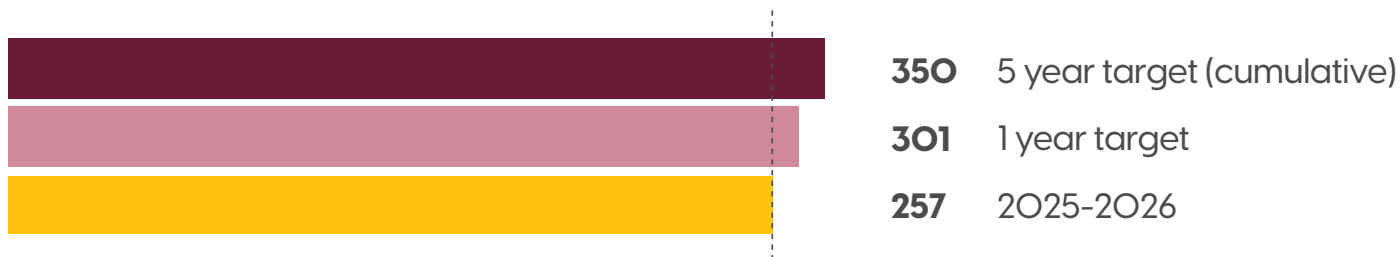
Met Target
Equal to year 1 target value

Near Target
85% to 99% of year 1 target value

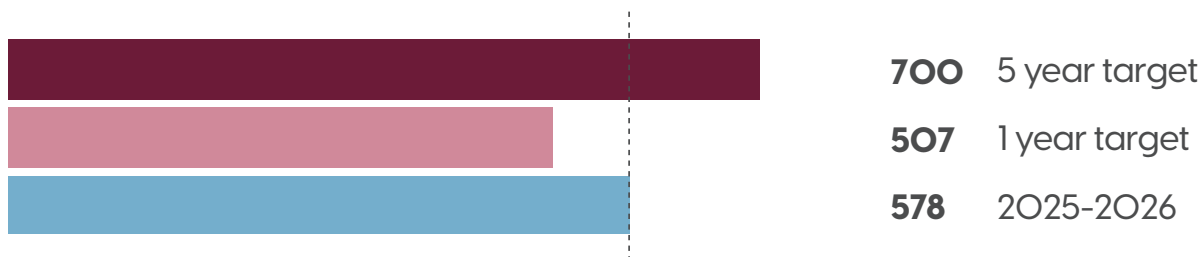
Below Target
Less than 85% of year 1 target value



Number of annual awards



Number of endowed awards





Notable Highlights

While we have adjusted our monitoring to focus on measurable Key Performance Indicators, there have been notable accomplishments throughout the year that are difficult to quantify.

Some highlights from the past year include:

- Designed and formalized the Cambrian Go Global International mobility framework to support future outbound mobility initiatives
- Robust development of the Indigenous Engagement Plan – currently consulting with internal and external Indigenous partners to enhance the plan further
- Sept 2026 will see the launch of the following programs: Carpentry (2 yr), Serious Games, Bachelor of Applied Computing, Nutrition and Food Service Management, Career Pathways Certificate program. Focus has also been on expanding seats in high demand domestic programs – added a total of 414 seats in 2025-2026 across high demand areas (STEM, Health, Trades, Nursing)
- Successfully delivered and implemented a series of leadership courses which include performance management, labour relations, job evaluations/ descriptions and duty to accommodate Work from Home. Other courses that were also offered to staff and faculty include neurodiversity, positive psychology, Ontario Human Right Code (OHRC) and financial planning.

- Recruitment – Up 10% year over year in applicants, and up 2% year over year in confirmations
- Cambrian climbed the list of Canada’s top 50 research colleges, as compiled by Re\$earch Infosource. Cambrian ranked 32nd overall and placed first among medium-sized colleges for use of paid student researchers
- The College developed and delivered foundational workshops, including Gen AI for Everyone and Pitfalls and Perils of Generative AI. A Generative AI Working Group, established in Fall 2025, is advancing the development of institutional guidelines and training, with campus wide implementation planned for 2026–2027
- Continuing Education expanded its portfolio beyond fully online, asynchronous offerings with the successful launch of Leisure and Lifestyle courses, strengthening community engagement and creating pathways to additional continuing education opportunities
- The Indigenous Transition Program was revised to enhance supports for Indigenous students transitioning into postsecondary study, strengthen academic readiness, and introduce learners to Career Services. The program now includes registration in Academic Upgrading, providing participants with expanded access to academic and training supports

