



STRATEGIC PLAN 2016 2021

BARRIE
MIDLAND
MUSKOKA
ORANGEVILLE
ORILLIA
OWEN SOUND
SOUTH GEORGIAN BAY

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WELCOME

We are pleased to submit the new Georgian College strategic plan. This plan will ground our efforts for the next five years, providing a touchstone to focus our energies during a time when the needs of students and graduates continue to rapidly evolve and expand.

Our vision is to accelerate success through exceptional teaching and learning, innovation and partnerships. We will focus on four key priorities: accelerated success, meaningful collaboration, inspired innovation and strong foundations.

Partnership and collaboration were at the core of our year-long strategic planning process which totalled more than 1,000 points of engagement with students, staff, graduates, community leaders, employers and other stakeholders.

The result is a plan fully aligned with our Strategic Mandate Agreement, focusing on quality market-driven programs from apprenticeships and skills development to the advanced education of degrees, all offering relevant curriculum for in-demand jobs.

Much of this plan builds on our success – as a college system trailblazer in entrepreneurship and social innovation, as Ontario’s top co-op college, and as a long-time postsecondary leader in environmental sustainability.

In the future, we will go further. Bold new measures we will undertake over the life of this plan include:

- A guarantee to employers of our graduates’ job readiness.
- A comprehensive degree strategy for central Ontario including Georgian degrees, joint and integrated degree-diplomas and partner degrees.
- A degree pathway delivered in our region for every Georgian diploma program.
- Enriched learning through meaningful research and scholarship that connects students, employees and the community.

We recognize our students are changing – and Georgian must continue to change as well. To that end, we will internationalize our campuses to enhance cultural awareness, support our growing number of international students and create greater study abroad opportunities for domestic students. We will also focus on the Indigenization of curriculum and our college community. And we will continue to expand and evolve program offerings and delivery methods in response to shifting labour market demand and demographics.

Accelerating success is Georgian's promise and responsibility to our graduates, employers and the communities we serve. We have every confidence this new strategic plan will guide us in this important effort.

MaryLynn West-Moynes
President and CEO
Georgian College

Tom McBride
Chair
Georgian College Board of Governors

MISSION, VISION AND VALUES

Our mission.

Inspire innovation, transform lives and connect communities through the power of education.

Our vision.

Accelerate success through exceptional learning, innovation and partnerships.

Our values.

Excellence.
Community Engagement.
Integrity.
Inclusion.
Sustainability.

PLANNING ENVIRONMENT

Environmental scanning is an integral part of understanding and interpreting the current and anticipated forces that affect our college. Several key issues in our internal and external environment were identified in 2015 and were taken into consideration throughout our plan's development. The following points summarize several highlighted key issues.

Key risks and opportunities.

- Intense competition in attracting and retaining students.
- International student enrolment continues to increase.
- New Canadians/immigrant families prefer metropolitan areas.
- Wage freezes across the Ontario Public Service and broader public sector.
- Ontario government's challenging fiscal situation will result in additional consequences for colleges.
- Ontario government's decision with regards to the delivery of degree-level education in Simcoe County.

Social shifts.

- Ontario's 15 to 24 age segment is not expected to increase until 2023; in Central Ontario, that age segment will decrease by 9% from 2015 to 2021 and not increase until 2025.
- Urban population continues to grow while rural declines.
- Aboriginal population is growing faster than Canada's population.
- In 2015, seniors will outnumber children under 14 for first time.
- Working age segment will not be able to support aging population.
- Canadian seniors are delaying retirement.
- The Ontario college system serves over 304,000 students annually (+22%) over the past five years.
- The colleges in Central and Eastern Regions grew by 19% while Western Region colleges grew 9%.
- Changing public expectation of purpose and value of postsecondary education.

- More than 28,000 international students in Ontario colleges in 2014 (+357%), huge increase in last 10 years.
- 44% of Ontario college students had some previous postsecondary education.

Technological trends.

- Online and mobile device delivery is continuing to increase.
- Printed books are expected to account for >80% of books sold (textbooks are the exception).
- In-store mobile payments are now mainstream and will increase.
- Significant variations in home broadband speeds will persist in Canada.
- Postsecondary institutions are increasingly implementing big data strategies.

Economic considerations.

- China surpassed US in 2015 as the world's largest purchasing power economy and Eurozone still in crisis.
- Bank of Canada further lowered its benchmark interest rate.
- Weaker Canadian dollar may result in hiring increases in manufacturing.
- Labour shortages in some professions.
- High rate of youth unemployment or underemployment.
- Drop in the proportion of Ontario college graduates reporting related full-time employment.
- Employers prefer to hire candidates with work experience.

Political trends.

- Educational highlights from the federal and provincial budgets.
- The Premier's postsecondary agenda and commitments.
- Changes to Canadian immigration regulations.
- Increased emphasis on postsecondary education and links to labour market.
- Focus on differentiation and reducing duplication.
- Reform of university and college funding formulas.
- Government review/recommendation regarding a framework for the delivery of degree-level education through the University Partnership Centre at Georgian College.

Sources consulted during the development of our environmental scan:

The economy

<http://www.thestar.com/news/canada/2015/04/23/highlights-of-the-2015-ontario-budget.html>
http://www.mckinsey.com/insights/economic_studies/debt_and_not_much_deleveraging
<http://www.conferenceboard.ca/e-library/abstract.aspx?did=6854>
<http://business.financialpost.com/2015/01/21/top-five-takeaways-from-bank-of-canadas-surprise-rate-cut/>
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Economic development and competitiveness

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<http://www.marketwired.com/press-release/thinkopolis-the-skills-to-pay-the-bills-what-students-need-to-know-2050392.htm>
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[http://www.theglobeandmail.com/globe-investor/personal-finance/retirement-rrsps/more-canadians-considering-delaying-retirement-past-age-of-65-poll/article23038027/.](http://www.theglobeandmail.com/globe-investor/personal-finance/retirement-rrsps/more-canadians-considering-delaying-retirement-past-age-of-65-poll/article23038027/)

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International and immigrant population

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Aboriginal population

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Georgian program advisory industry report

Georgian College Program Advisory Committee Executive Summary Report 2013-2014

Technology in society

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Technology in education

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<http://www.gartner.com/newsroom/id/2994417>

REVIEW OF FOCUS 2015

In 2013, Georgian refreshed its 2010-15 strategic plan to align with and increase focus on emerging new priorities. The revitalized plan, called *Focus 2015*, was grounded by four strategic priorities—pathways, extraordinary experiences, community connections and operational excellence. These strategic priorities guided the college’s key strategies actions for three years and nearly every goal was achieved. Through these strategies, our unwavering efforts and our commitment to quality, Georgian remained true to its mission to inspire innovation, transform lives and connect communities through the power of education.

Pathways.

Over the course of three years, Georgian evolved its partnership with Lakehead University and put a plan in place to expand degree capacity through an expansion of program offerings in Barrie and Orillia, building on the strengths of both institutions and combining the best of university education with the best of college education while merging critical thinking and practical skills development. Georgian was also granted a new honours designation for our degree programs, which positions students to apply for graduate studies.

A key initiative was to increase the number of courses that the college offers via flexible format. Six hundred courses are now offered through fully online learning, including our Police Studies degree program, which can now be taken part-time online. Videoconferencing has been introduced at our smaller campuses, allowing students to access courses and programs that would not otherwise be available at their campus locations. Videoconferencing has also enabled courses to be run at smaller campuses where it would not be feasible to offer programs traditionally due to the lower enrolments.

Georgian developed a comprehensive, integrated and actionable strategic enrolment management plan that engaged much of the college community and placed heightened relevance on and improved our strategies for marketing, recruitment and retention. One outcome in particular—holistic advising—has resulted in a new process for student success advising that will be piloted and implemented in the coming year. Other retention efforts were implemented, including an Early Alert program to assist faculty members with identifying academic concerns and enabling students to quickly access appropriate college resources, and the Georgian Profile survey, which is administered to first semester students to promote the services available to students and identify those at risk of not persevering with their studies.

QNomy technology at the Barrie campus was implemented to modernize service delivery and shorten the distance between students’ issues and solutions; students no longer have to wait in long lines to seek help and are immediately directed to the type of service they require. The technology has also provided a rich source of data used to measure continuous improvement.

Georgian's international efforts have resulted in tremendous growth and new international agreements and partnerships were put into place. The college is now home to 1,100 international students from 60 countries, compared to a decade ago when 306 international students from 17 countries attended.

Extraordinary experiences.

Through a concerted effort to expand the college's experiential learning model to offer a suite of applied learning options integrated with program curriculum, at least one component of experiential learning is now embedded in every diploma, advanced diploma and degree program at Georgian, and helps to distinguish our graduates. This was accomplished through developing opportunities for community service learning, international study and/or work abroad, co-operative education, applied research, student-run enterprises and interdisciplinary studies.

Georgian recently introduced a co-curricular record for students, which captures those activities that are not traditionally recognized on academic transcripts. This official document helps students who are applying for jobs and advanced education opportunities.

Focus 2015 concentrated on further developing entrepreneurship and community service learning as signature learning experiences at Georgian, and entrepreneurial learning outcomes were embedded in all of our programs. The Henry Bernick Entrepreneurship Centre at the Barrie campus continues to be a hub and resource for both aspiring and seasoned entrepreneurs, averaging one new client intake per day. The Centre, which provides support for mentorship, networking, funding and training, launched the Barrie Entrepreneurs Connect portal and website with the City of Barrie. Food entrepreneurship has become a niche area for the college as well, with Georgian hosting several community seminars at or various campus locations as well as a large conference in 2016. The Centre for Social Entrepreneurship in Orillia also continues to flourish by bringing together faculty, students and non-profit organizations to respond to complex issues and to effect positive social change. Through student-led projects like the graffiti clean-up project, research, workshops and innovative curriculum, the centre is inspiring the next generation of changemakers to use social entrepreneurial skills and mindsets to transform their communities. The centre recently launched the Simcoe County Social Enterprise Network aimed at strengthening the non-profit social enterprise sector in the region; it also hosted a consultation with the Ministry of Economic Development, Employment and Infrastructure with input to help guide social enterprise and social finance policy for Ontario.

Community connections.

Georgian focused on building community and industry partnerships through several key strategies, including strengthening ties to the Aboriginal community. Throughout the term of *Focus 2015*, we continued to increase indigenous knowledge sharing at our campuses through cultural training, events, classroom support and integrated student support. Georgian now has

Aboriginal Resource Centres at four of our campuses, offering a range of services to students and the community.

Recognizing the rapidly changing and competitive environment in which the college operates, Georgian embarked on a renewal of our brand platform that considered the perspectives of 5,161 people through focus groups, personal interviews and online surveys. This process resulted in a new identity and brand promise that Georgian can “Accelerate your success” and was accompanied by a new college logo.

Georgian introduced the President’s Thought Leadership Speaker Series to showcase leaders who share expertise and experiences on a wide range of topics that inspire and provoke thought. The sessions bring together postsecondary and secondary students, employees, alumni, donors and the community. Leaders who have participated include Dr. David Suzuki, Col. Chris Hadfield, Retired Canadian General Rick Hillier and Olympic gold medalist and Georgian graduate Jon Montgomery. Other speakers, including Pinball Clemons, Stuart Knight and Adam Kreek came to Georgian to provide the keynote address during Georgian Week, the annual employee professional development initiative.

Georgian launched a very successful second phase of the Power of Education campaign that raised substantially more dollars over target. The campaign, which is about transforming the student experience, raised \$40 million, well beyond the goal of \$25 million.

Operational excellence.

Ensuring fiscal sustainability was a central focus of *Focus 2015*. Georgian introduced a new budget process to enhance efficiency targets and the impact on students, which enabled more timely approval of the budget and priorities. The Finance Transformation Project was launched with a vision to achieve increased operational effectiveness and efficiencies in finance business processes, including timely access to meaningful information to support decisions and college priorities. The new system has resulted in more effective and efficient finance business processes, improved quality of data and information to support decision making, improved accountability and controls, stability and continuous improvement and the continuous evaluation of financial processes and system enhancements.

Hyperion, an integrated planning and budgeting tool, was introduced to enhance existing systems and replaced many manual processes. Purchasing and procurement protocols were strengthened to reduce risk and to reflect best practices and standards.

Over the course of *Focus 2015*, Georgian installed a Campus Safety and Security department to ensure a safe and secure environment for students, employees and visitors at all college campuses and facilities. The department has implemented processes governing lockdown, fire safety, violence, emergency response and Occupational Health and Safety. Recently, a new lockdown procedure and incident management system were introduced.

OUR STRATEGIC PRIORITIES

ACCELERATED SUCCESS

COMMITMENT 1

Quality market-driven programs.

Strategies	Success outcomes
Create degree pathways in every diploma program.	All programs mapped to a degree pathway.
Offer relevant curriculum for in-demand jobs.	Increased graduates finding jobs in their fields.
Use the Program Assessment process to drive program sustainability.	All Georgian programs are sustainable.

COMMITMENT 2

Experiential learning and employer guarantee.

Strategies	Success outcomes
Expand experiential learning opportunities in every program and offer a wide range of co-curricular activities to ensure students have the skills and capabilities to succeed.	Enhanced experiential learning, work integrated learning and co-curricular opportunities in every program. The co-curricular record is valued by employers as an important complement to graduates' academic records.
Develop an employer guarantee for student job readiness.	Increased employer satisfaction.

COMMITMENT 3:

Effective student supports and services.

Strategies	Success outcomes
Streamline delivery of student services through a unified online portal. Provide integrated student support through holistic advising.	Increased overall student retention, satisfaction and engagement.

COMMITMENT 4:

Internationalized Georgian community.

Strategies	Success outcomes
Enhance cultural awareness and support greater international exchange and study abroad opportunities.	Increased study abroad opportunities.
Expand and better integrate supports for international students.	Increased international student satisfaction rates.

COMMITMENT 5:

Enhanced Indigenization

Strategies	Success outcomes
Enhance curriculum to reflect Indigenous culture and traditions.	Resources developed to enhance curriculum design and delivery to reflect Indigenous culture and traditions.
Enrich the college community by engaging in Indigenous knowledge sharing.	Increased Indigenous knowledge-sharing opportunities.

MEANINGFUL COLLABORATION

COMMITMENT 1:

Strong community and industry connections.

Strategy	Success outcome
Proactively engage partners through well-established connections using our Community Engagement and Partner Relationship Management Committees.	Increased number of industry partners and donor investments, research projects and corporate training projects.

COMMITMENT 2:

Progressive degree delivery.

Strategy	Success outcomes
Develop a comprehensive degree strategy for central Ontario including Georgian degrees, integrated degree-diplomas and partner degrees.	Degree pathways implemented for every Georgian program. Georgian positioned to develop next set of integrated degrees.

COMMITMENT 3:

Learning for life.

Strategy	Success outcomes
Expand and evolve program offerings in response to shifting demands and demographics.	Increased number of participants in part-time credit and non-credit courses. Increased number of programs offered for seniors. Increased number of programs offered to non-traditional learners.

INSPIRED INNOVATION

COMMITMENT 1:

Entrepreneurship and social innovation.

Strategies	Success outcomes
Graduate students with the skills and mindset to be innovative thinkers and change makers. Foster growth and development of businesses and social enterprises to build the regional economy and address community-based issues.	Increased entrepreneurial individual/group initiatives and learning opportunities for students, employees and the community, supported by Georgian.

COMMITMENT 2:

Enriched learning through meaningful research and scholarship.

Strategy	Success outcome
Foster a culture of research, scholarship and collegiality that connects students, employees and the community.	Additional supports implemented for students, employees and the community to engage in research and scholarly activities.

COMMITMENT 3:

Flexible and technology-enabled learning.

Strategies	Success outcomes
<p>Expand technology-enabled learning options including online learning, compressed and hybrid courses, and better integrate full-time and part-time studies to maximize learning choices.</p> <p>Empower faculty to select and use a variety of pedagogically appropriate technologies in the classroom to promote student engagement, communication and assessment.</p>	<p>Student-centered scheduling through expanded/flexible hours of program delivery. Enhanced access to Georgian’s Centre for Teaching, Learning and Academic Excellence and Information Technology department to support learning in all delivery options.</p> <p>Improved competency in selecting and effectively using the most appropriate technology to support pedagogical practices in the classroom.</p>

STRONG FOUNDATIONS

COMMITMENT 1:

Exceptional people.

Strategies	Success outcomes
Value and invest in our faculty, support staff and administrators to support teaching excellence, deliver quality services and provide extraordinary experiences for our students.	Highly valued, engaged, committed and knowledgeable employees hired and retained; increased employee engagement rates.
Enhance opportunities for professional development in building excellence in teaching practice.	Increased number of faculty obtaining teaching practice credential or recertification.

COMMITMENT 2:

Financial sustainability.

Strategies	Success outcomes
Streamline our business processes to ensure long-term financial and operational health.	Multi-year fiscal sustainability strategies implemented to maintain balanced budget.
Renew campus facilities to ensure they are modernized and updated.	Decreased deferred maintenance costs and improved facility efficiency.
Leverage the Power of Education campaign for funding projects aligned with strategic priorities.	Funds raised to successfully complete projects identified as strategic priorities.
Continue focused recruitment and marketing activities.	Effective recruitment through targeted, segmented communication resulting in well-qualified and well-supported applicants who convert to registered students.

COMMITMENT 3:

Environmental responsibility.

Strategy	Success outcome
Build on Georgian's strong record of sustainability by raising awareness on environmental issues and promoting energy efficiency in our operations.	Increased employee and student commitment to environmental responsibility through improved waste diversion rates and decreased emissions production/carbon footprint.

COMMITMENT 4:

Operational excellence.

Strategies	Success outcomes
Continually improve our programs, services and operations to ensure maximum value is delivered.	Processes are clearly documented and accessible to all employees.

APPENDIX

2016-17 GEORGIAN COLLEGE BOARD OF GOVERNORS

Board Members	Occupation	Location	Term of Office
Tom McBride Chair	President McBride Robillard Financial Solutions Inc.	Barrie	Sept 1/11 – Aug 31/17
Jim Bertram Vice Chair	Security Consultant J. R. Bertram Ltd.	Town of the Blue Mountains	Sept 1/12 – Aug 31/18
Brian Davenport Vice Chair	Vice President, Portfolio Manager RBC Dominion Securities	Owen Sound	Sept 1/14 – Aug 31/17
Anita Arvast (faculty)	Co-ordinator, Liberal Arts and Sciences for Degrees; Professor of Literature	Barrie	Sept 1/12 – Aug 31/18
Don Gordon	North American Sales Director CarbonCure Technologies	Midland	Sept 1/13 – Aug 31/19
Gabrielle Koopmans (Administration)	Associate Dean Liberal Arts and Access Program	Barrie	Sept 1/14 – Aug 31/17
Paul Larche	Owner and President Larche Communications Inc.	Barrie	Sept 1/15 – Aug 31/18
Dianne Martin	Executive Director Registered Practical Nurses Association of Ontario	Barrie	Sept 1/15 – Aug 31/18
Bruce Naylor	Retired transportation executive	Orillia	Sept 1/11 – Aug 31/17
Teresa Snelgrove	Serial Entrepreneur	Shanty Bay	Sept 1/15 – Aug 31/18
Lyn McLeod	Retired; Elected Political Official; past Chair of the Board of Governors of Confederation College	Alliston	Sept 1/16-Aug 31/19
Marilyn Booth	Dean, School of Continuing Studies (SCS) University of Toronto	Wasaga Beach	Sept 1/16-Aug 31/19
Kirk Sarfo (student)	Vice President Athletics Georgian College Students' Association	Orillia	Sept 1/16 – Aug 31/17
Kristin Taylor (Support Staff)	Communications Specialist Communications and Marketing	Barrie	Sept 1/15 – Aug 31/18
Kevin Wassegijig	Director of Sustainable Economic Development Mississaugas of the New Credit First Nation		Sept 1/14 – Aug 31/17
<i>One position vacant</i>			
Angela Lockridge (ex-officio)	Vice President, Corporate Services and Innovation Secretary-Treasurer to the Board	Barrie	Jan 14 – Present
MaryLynn West-Moynes President and CEO	President and CEO Georgian College	Oro-Medonte	July 1/12 – Present

EXECUTIVE OFFICERS

MaryLynn West-Moynes, President and CEO

Lisa Banks, Vice President, External Relations

Catherine Drea, Vice President, Academic and Student Engagement

Angela Lockridge, Vice President, Corporate Services and Innovation

Kevin Weaver, Vice President, International, Workforce Development and Partnerships

ACADEMIC DEANS

Maryann Fifield, Associate Vice President, Academic

Michele Beaudoin, Associate Vice President, Dean of Students

Marie-Noelle Bonicalzi, Dean, Business, Automotive and Hospitality

Jason Galea, Dean, Liberal Arts and Academic Preparation

Fay Lim-Lambie, Dean, Health, Wellness and Sciences

Leslie Palson, Dean, International Education and Development

Vacant, Dean and Campus Principal, Orillia, Human Services and Community Safety

Vacant, Dean, Technology and Visual Arts

ADMINISTRATIVE DIRECTORS

Lisa Bale, Executive Director, Finance and Risk Management

Lori Bell, Executive Director, Human Resources and Organizational Development

Roman Calvano, Director, Campus Safety and Security

Janet Davis, Director, Process and Strategic Initiatives

Lisa Eveleigh, Executive Director, Advancement and Community Development

David Johnson, Executive Director, Enrolment Management and Information Technology

John La Brie, Director, Physical Resources

Brad MacDonald, Director, Financial Planning

Shelley Marchant, Director, Marketing and Communications

Brian Muscat, Director, Student Services

Cindy Mutchler, Registrar

John Pickard, Executive Director, Entrepreneurship

Mira Ray, Director, Centre for Applied Research and Innovation

Angela Sutton, Director, Institutional Research

Wes Shedler, General Manager, Kempenfelt Conference Centre

Lynne Wood, Director, Information Technology

Dan Brookes, Director, Part-time Studies and Workforce Development

BARGAINING UNIT PRESIDENTS

Terry Heittola, President, Local 350 – Faculty Union

Craig MacKenzie, President, Local 349 – Support Staff Union

2016-17 GEORGIAN COLLEGE STUDENTS' ASSOCIATION

Barrie Campus

- President: Avery Konda
- Vice President, Administration: Kavisha Shah
- Vice President, Athletics: Hellena Baechler
- Vice President, Internal Relations: Jake Chevrier
- Vice President, Marketing: Cassandra Ecclestone
- Vice President, External: Hunter Markle
- Vice President, Social: Paulo Cardoso

Orillia Campus

- President: Dana Basdeo
- Vice President, Athletics: Masha Buxhtinovich
- Vice President, External: Erin Pattison
- Vice President, Internal: Hannah Skarjak
- Vice President, Public Relations: Jessica Bredin
- Vice President, Social: Jacqueline Martineau

Owen Sound Campus

- President: Nicole Woods
- Vice President: Jenarth Davarajah
- Administration Director: Lindsay Archer-Short
- Athletics Director: Meagan Hayward
- Public Relations Director: Nancy Hilborn
- Social Director: Connar Boyd