

Strategic Plan

Experience

MORE.

| 2022-24

Experience



Georgian



VISION

Accelerate success through exceptional teaching and learning, innovation and partnerships

MISSION

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

VALUES

Excellence, community engagement, integrity, inclusion, sustainability

Areas focus



ACCELERATED SUCCESS



INNOVATIVE COLLABORATION



STRONG FOUNDATIONS

Strategic priorities

Equity, diversity, inclusion and belonging

Digital innovation

Agile culture of innovation
– *Everyone a Changemaker*



ACCELERATED SUCCESS

- Quality market-driven programs
- Unrivaled student access, supports and services
- Extraordinary experiences
- Flexible and technology-enabled learning
- Progressive degree delivery
- Learning for life

Quality market-driven programs

STRATEGIES

- Achieve an innovative program mix and update curriculum to prepare students for in-demand jobs, meet the changing needs of employers and address skills gaps
- Increase attainment rate for degrees in our region

SUCCESS OUTCOMES

- Program mix assessed annually with data-informed approach to new program development and rapid program innovation
- Increased domestic full-time postsecondary enrolment by 2% by 2024
- Standardized and outcome-based annual program assessment process refreshed to meet evolving student demand, employer need and increase retention

Unrivaled student access, supports and services

STRATEGIES

- Become a leader in digitally enhanced and personalized student access and success by delivering the most seamless and intuitive service experience – from inquiry to graduation and beyond

SUCCESS OUTCOMES

- Launched Digital Innovation Strategy:
 - Developed a pre-entry advising model to create personalized alternate program pathways for ineligible applicants with subsequent enrolment in a Georgian program*
 - Implemented a student advising system to proactively identify and engage with students who require additional support*
 - Implemented a new credit transfer and Prior Learning Assessment and Recognition (PLAR) experience with improved timelines and increased transfer opportunities*

Extraordinary experiences

STRATEGIES

- Champion program excellence through quality assurance and expand experiential, immersive, work-integrated, research, community-service and co-curricular learning opportunities

SUCCESS OUTCOMES

- Engaged collaborative program teams using a structured, inclusive approach to:
 - understand and action college data to deliver continuous program quality improvement
 - encourage greater participation in work-integrated learning, community service learning and co-curricular activity
 - increase student, graduate/alumni and employer satisfaction
- Increased opportunities for experiential and immersive learning in the curriculum, supported by employee professional development

Flexible and technology-enabled learning

STRATEGIES

- Expand flexible learning options to allow students more choice over when, where and how they access their education
- Optimize the learning management system and expand the use of pedagogically-sound digital tools and immersive technology to support learning

SUCCESS OUTCOMES

- Recognized leader in immersive educational technology*
- Increased course offerings in flexible modes of delivery*
- Adhered to Blackboard learning management system (LMS) standard in every course

Progressive degree delivery

STRATEGIES

- Expanded degree access through Georgian degrees, Lakehead-Georgian integrated degree-diplomas, innovative credential pathways and University Partnership Centre partner degrees

SUCCESS OUTCOMES

- Increased enrolment in Georgian degree programs
- Increased number of pathways from diploma to degree completion
- Increased number of Georgian degree students enrolled with advanced standing

Learning for life

STRATEGIES

- Advance the development and delivery of micro-credentials
- Leverage technology to stay connected with Georgian students, employers and alumni for their lifelong learning

SUCCESS OUTCOMES

- Increased number of micro-credentials offered
- Implemented new digital platform to improve the student experience for continuing education, Centre for Marine Training and Research, and contract training*





INNOVATIVE COLLABORATION

- Internationalized Georgian community
- Community-connected innovation cluster that supports research, entrepreneurship, economic development and social innovation
- Strong community, alumni, student and industry connections

Internationalized Georgian community

STRATEGIES

- Enhance cultural awareness internally and externally and support greater international exchange and study abroad opportunities
- Improve supports for international students across the college
- Amplify Georgian's local and global impact by furthering the United Nations Sustainable Development Goals (UNSDG)

SUCCESS OUTCOMES

- Increased student and employee participation in global engagement activities
- Developed student housing support strategy based on student demographics and student priorities
- Developed plan to further Georgian's commitment to United Nations Sustainable Development Goals (UNSDG) in place

Community-connected innovation cluster that supports research, entrepreneurship, economic development and social innovation

STRATEGIES

- Graduate students with the skills and mindset to be innovative thinkers and changemakers
- Foster growth and development of business and social enterprises to build the regional economy and address community-based issues
- Educate, inspire and activate innovators and entrepreneurs locally and abroad
- Enrich learning with meaningful research and scholarship opportunities

SUCCESS OUTCOMES

- Defined professional skills priorities for all curriculum that will differentiate Georgian graduates
- Implemented changemaking micro-credential accessible to all students
- Benchmarked and increased the number of students participating in Research, Innovation and Entrepreneurship (RIE) and Centre for Changemaking and Social Innovation (CCSI) activities
- Collaborated to foster innovation in our communities

Strong community, alumni, student and industry connections

STRATEGIES

- Strengthen and expand community, employer, industry, donor, student and alumni partnerships through innovative outreach and digitally-enabled engagement strategies
- Build long-term, highly engaged and loyal relationships that deepen levels of private philanthropic support and corporate partnership at Georgian

SUCCESS OUTCOMES

- Increased stakeholder engagement (event attendance, volunteering, mentorship of students, philanthropy, etc.) in college-wide initiatives
- Launched initiatives to bring alumni and students together, including alumni-to-student mentorship online, (in-person and program specific), recruitment and brand ambassadorship
- Achieved annual college-wide fundraising targets



STRONG FOUNDATIONS

- Exceptional people
- Equity, diversity, inclusion and belonging
- Deepened and expanded Indigenization
- Agile culture of innovation
- Environmental accountability
- Operational excellence and financial sustainability

Exceptional people

STRATEGIES

- Engage, value and invest in all Georgian employees (faculty, support staff and admin) to support teaching excellence, delivery of quality services and provision of extraordinary experiences for our students
- Enhance opportunities for professional development, building excellence in contemporary teaching and leading practices in higher education
- Focus on mental health and well-being
- Implement criteria-based protocol to enable flex work arrangements; evaluate and adjust over 2-year period

SUCCESS OUTCOMES

- Achieved employee engagement survey completion rates of 75% for full-time and 50% for regular part-time employees
- Assessed link between employee engagement and student satisfaction scores and department action plans developed as appropriate
- Established benchmarks and annually measured for college investment in employee professional development
- Continued implementation of mental health and well-being strategic plan
- Evaluated flex work arrangements impact on departmental employee engagement and student satisfaction and adjusted as appropriate

Equity, diversity, inclusion and belonging

STRATEGIES

- Foster a learning and working environment where everyone feels seen, heard and knows they belong through demonstrable, accountable and system-wide commitments to diversity, de-colonization, anti-racism, equity and inclusion

SUCCESS OUTCOMES

- Established equity, diversity, inclusion and belonging (EDIB) baseline index and results reported annually
- Established equity, diversity, inclusion and belonging (EDIB) centre
- Completed extensive environmental scan, documenting the status of equity, diversity, inclusion and belonging (EDIB) and opportunities at the college and established strategic priorities with measurable deliverables and timelines

Deepened and expanded Indigenization

STRATEGIES

- Action the principles of the Indigenous Education Protocol, informed by the Calls to Action of the Truth and Reconciliation Commission of Canada to transform the college community
- Expand and enrich curriculum to reflect Indigenous perspectives, increasing reciprocity among Indigenous and non-Indigenous people

SUCCESS OUTCOMES

- Established baseline of self-identified Indigenous students and employees with targets to increase representation
- Full-time Indigenous faculty lead in place by spring 2022
- Increased number of programs with enriched curriculum to reflect Indigenous perspective

Agile culture of innovation

STRATEGIES

- Model and support teams that are collaborative, digitally-enabled, open to experimentation and ready to embrace change
- Empower students and employees to be changemakers

SUCCESS OUTCOMES

- Designed innovation management platform to jumpstart innovation programs*
- Incentivized and rewarded innovative thinking and actions
- Created agile/innovation leadership competency model, aligned with College Employer Council (CEC) framework*
- Established Ashoka Changemaker Index baseline with targets to increase year over year

Environmental accountability

STRATEGIES

- Model environmental accountability by achieving energy, water and waste targets
- Take action to combat climate change and its impact as per the United Nations Sustainable Development Goals (UNSDG)

SUCCESS OUTCOMES

- Engaged the college community in the development and operationalization of college environmental sustainability plan by end of 2023
- Established efficiency benchmarks and targets with a focus on conservation

Operational excellence and financial sustainability

STRATEGIES

- Ensure effective and efficient workflows and decision-making to enhance the student, employee and community partner experience
- Guide college resources responsibly to ensure and model financial and operational accountability
- Prioritize and implement campus facilities renewal projects by greatest impact

SUCCESS OUTCOMES

- Developed and implemented college leadership scorecard to focus and direct efforts on the most critical priorities
- Continued to evolve and use criteria-based decision-making framework to assess investment opportunities; focused on strategic initiatives and longer-term financial planning
- Re-balanced program offerings annually based on demand and performance results
- Met or exceeded Ministry of Colleges and Universities (MCU) metrics for college-wide financial performance
- Developed high-level facilities plan based on 5 to 10 year enrolment projections, strategic priorities and postsecondary system competitors with a focus on addressing deferred maintenance pressures and space inefficiencies by June 2022



CAMPUS COMMUNITIES

BARRIE CAMPUS

One Georgian Dr.
Barrie, ON L4M 3X9
705.728.1968

ROBBERT HARTOG MIDLAND CAMPUS

649 Prospect Blvd.
Midland, ON L4R 4K6
705.526.3666

MUSKOKA CAMPUS

111 Wellington St.
Bracebridge, ON P1L 1E2
705.646.7629

ORANGEVILLE CAMPUS

22 Centennial Rd.
Orangeville, ON L9W 1P8
519.940.0331

ORILLIA CAMPUS

825 Memorial Ave.
Orillia, ON L3V 6S2
705.325.2740

OWEN SOUND CAMPUS

1450 8th St. E.
Owen Sound, ON N4K 5R4
519.376.0840

JOHN DI POCE SOUTH GEORGIAN BAY CAMPUS

499 Raglan St.
Collingwood, ON L9Y 3Z1
705.445.2961

OWEN SOUND
POP. 21K

**SOUTH GEORGIAN BAY
(COLLINGWOOD)**
POP. 22K

CAREER AND EMPLOYMENT COMMUNITY SERVICES

48 Collier St.
Barrie, ON L4M 1G8
705.722.1505

825 Memorial Ave., Room A200
Orillia, ON L3V 6S2
705.329.3102

Edelbrock Centre, 30 Centre St.
Orangeville, ON L9W 2X1
519.942.9986

ORANGEVILLE
POP. 29K

MIDLAND
POP. 17K

ORILLIA
POP. 31K

BARRIE
POP. 141K

**MUSKOKA
(BRACEBRIDGE)**
POP. 16K