



Business plan | 2023-24

# Innovate **MORE.**

*Experience*  
 **Georgian**

-  **ACCELERATED SUCCESS**
-  **INNOVATIVE COLLABORATION**
-  **STRONG FOUNDATIONS**

# Innovate MORE.



## STRATEGIC FRAMEWORK

Georgian's 2023-24 Business Plan reflects the operationalization of year two commitments in the college's Strategic Plan (2022-24).

Our mission, vision and values underlay the three pillars – accelerated success, innovative collaboration and strong foundations – guiding institutional planning, decision-making and operational commitments.

Georgian's focus on supporting students and providing an unrivaled experience position our graduates for personal and professional success.

### MISSION

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

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### VISION

Accelerate success through exceptional teaching and learning, innovation and partnerships

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### VALUES

Excellence  
Community engagement  
Integrity  
Inclusion  
Sustainability

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### STRATEGIC PRIORITIES

Equity, diversity, inclusion and belonging  
Digital innovation  
Agile culture of innovation  
- *Everyone a Changemaker*

# OUR 2023-24 PLAN

## ACCELERATED SUCCESS

### COMMITMENT 1

#### 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>A1</b>   Enhance student demand and labour market data to support strategic program decisions.</p> <p><b>A2</b>   Align modified annual program assessment with program renewal, program accreditation and integrated resource planning processes.</p> <p><b>A3</b>   Develop and implement a framework for assessing program health and optimizing program mix and sustainability.</p> <p><b>A4</b>   Expand college-wide retention initiatives with measurable improvements.</p>	<p>An enhanced program innovation framework is in place with student demand and labour market data to support strategic program decisions.</p> <p>All program teams engaged in a standardized and outcome-based annual program assessment process refreshed to meet evolving student demand, employer need and increase retention.</p> <p>Implementation of the data-informed approach to assess program health.</p>

## COMMITMENT 2

### Unrivaled student access, supports and services

#### Strategy:

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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>A5</b>   Increase knowledge and capacity to leverage EAB Navigate’s capabilities as it relates to student retention indicators.</p> <p><b>A6</b>   Collaborate across service areas to implement phase 2 enhancements to the ServiceNow platform that will improve the student experience.</p> <p><b>A7</b>   Enhance the applicant/student experience by evaluating results of the Entry Advising Pilot and make a recommendation about ongoing resourcing beyond this fiscal.</p> <p><b>A8</b>   Collaborate across portfolios to continuously monitor and improve Credit for Prior Learning systems, decision frameworks and work processes.</p>	<p>Implemented a student advising system to proactively identify and engage with students who require additional support.</p> <p>Implemented enhancements to ServiceNow that improved the student experience.</p> <p>Pre-entry advising model developed to create personalized alternate program pathways.</p> <p>Increased number of students receiving credit for prior learning.</p> <p>Reduced processing time for Credit for Prior Learning requests.</p>

## COMMITMENT 3

### Extraordinary experiences

#### Strategy:

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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>A9</b>   Work with teams across the college to collaborate on offering an increase in experiential learning opportunities to students.</p> <p><b>A10</b>   Establish an Academic Integrity Module working group to promote a culture of academic integrity.</p>	<p>Increased collaboration across teams, resulting in increased experiential learning opportunities for students.</p> <p>Redeveloped Academic Integrity Module with a pilot completed in fall 2023 and fully launched in winter 2024.</p>

## COMMITMENT 4

# Flexible and technology-enabled learning

### Strategy:

Expand flexible learning options to allow students more choice over when, where and how they access their education

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>A11</b>   Complete Future Skills Canada project objectives and share lessons learned.</p> <p><b>A12</b>   Expand faculty professional development and complete full migration to Blackboard Ultra.</p> <p><b>A13</b>   Complete a pilot of Dual Synch and explore potential expansion.</p> <p><b>A14</b>   Complete GC Flex research initiative.</p>	<p>Recognized leader in immersive education technology.</p> <p>Full adoption of Blackboard Ultra and revised Learning Management System standards.</p> <p>Increased course offerings in flexible modes of delivery.</p> <p>Dual Synch pilot and review completed.</p> <p>GC Flex assessed, and expansion plan developed.</p>

## COMMITMENT 5

# Progressive degree delivery

### Strategy:

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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>A15</b>   Develop additional three-year degrees as pathways from two-year diplomas.</p> <p><b>A16</b>   Enhance dedicated degree marketing.</p>	<p>Increased degree-level enrolment.</p> <p>Increased number of pathways from diploma to degree completion.</p> <p>Increased number of Georgian degree students enrolled with advanced standing.</p>

## 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>A17</b>   Launch new micro-credentials with support from industry.</p> <p><b>A18</b>   Complete implementation and launch of Destiny One platform.</p> <p><b>A19</b>   Deliver programming to increased number of corporate clients.</p> <p><b>A20</b>   Evolve Continuing Education campaign in market to targeted areas of interest/focus.</p>	<p>Increased number of micro-credentials offered.</p> <p>Increased enrolments in existing micro-credentials.</p> <p>New digital platform implemented to improve the student experience.</p> <p>Increased number of flexible corporate training and part-time learning offerings.</p> <p>Increased number of corporate training clients and part-time learners.</p>

# INNOVATIVE COLLABORATION

## COMMITMENT 1

### 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)

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<ul style="list-style-type: none"> <li><b>I1</b>   Implement Digital Manager and Digital Support position and advance campaigns in diverse markets targeting new enrolment in emerging markets and niche programs.</li> <li><b>I2</b>   Create International Virtual Exchange and Learning (IVEL) Framework.</li> <li><b>I3</b>   Implement physical mobility experiences for students, faculty and staff for Global Skill Opportunity and Erasmus funded initiatives.</li> <li><b>I4</b>   Advance community engagement opportunities to aid international student well-being and success in campus communities.</li> <li><b>I5</b>   Adopt cross-departmental strategies to enhance specialized international student services awareness and supports for campuses.</li> <li><b>I6</b>   Enhance cultural awareness through various initiatives, including training modules, events and Global Talk Cafés.</li> <li><b>I7</b>   Integrate and enhance housing programs and offerings in Georgian communities.</li> <li><b>I8</b>   Expand innovative housing options within Georgian communities.</li> <li><b>I9</b>   Support the college-wide adoption of UNSDG.</li> </ul>	<ul style="list-style-type: none"> <li>International Virtual Exchange and Learning (IVEL) Framework solidified.</li> <li>Successful completion of funding requirements and mobility experiences.</li> <li>Recommendations from the International Student Support &amp; Settlement Task Force (ISSSTF) review are implemented and evaluated.</li> <li>Increased awareness and support on campuses for international students.</li> <li>Enhanced cultural awareness and engagement within various communities.</li> <li>Increased number of student housing options through community partnerships.</li> <li>Developed plan to further Georgian’s commitment to UNSDG in place.</li> </ul>

## 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>I10</b>   Explore role in defining employer challenges and college-generated solutions.</p> <p><b>I11</b>   Pilot the Flourishing 5 Pack micro-certificates, including the changemaking micro-certificate in winter 2023 with goal to have available to all students by fall 2023.</p> <p><b>I12</b>   Launch a #Changethenow Educator Training Program and Community of Practice.</p> <p><b>I13</b>   Promote greater engagement as demonstrated by increased number of followers across social media and YouTube platforms and an increase in visibility of Georgian student entrepreneurs.</p> <p><b>I14</b>   Increase the number of students participating in Research, Innovation and Entrepreneurship (RIE) events.</p> <p><b>I15</b>   Increase the number of industry and/or community engaged with RIE.</p> <p><b>I16</b>   Expand industry and community connections within the learning environment.</p> <p><b>I17</b>   Support knowledge dissemination and increase storytelling about research and scholarship at Georgian.</p>	<p>Defined professional skills priorities for all curriculum that will differentiate Georgian graduates.</p> <p>Flourishing 5 Pack, including the changemaking micro-certificate, are accessible to all students.</p> <p>Higher number of faculty using #Changethenow tool to creatively work with community partners and solve complex problems.</p> <p>Database of #Changethenow community partners developed.</p> <p>Increased use of Community Impact Lab Spaces by faculty.</p> <p>10,000 social media channel followers; 23,000 YouTube views; 15 RIE student success stories.</p> <p>Total of 2,700 students participating in RIE activities.</p> <p>100 industry and/or community partners for all RIE activities.</p> <p>32 faculty/staff engaged in research; one Community Impact Lab launched; Community-based Knowledge Mobilization strategy.</p> <p>Five Research, Innovation and Scholarship (RIS) Fund grants awarded; six RIS Lunch and Learns; 12 student stories; 6 faculty/staff stories.</p>



## 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>I18</b>   Launch new micro-campaign focused on campus renewal projects.</p> <p><b>I19</b>   Re-design donor events associated with awards, scholarships and bursary programs.</p> <p><b>I20</b>   Introduce new digital tools to benefit the Partnership Relationship Management (PRM) practice at Georgian.</p> <p><b>I21</b>   Evolve the mandate of the PRM committee to embrace community and corporate partnerships alike.</p> <p><b>I22</b>   Deploy a global alumni survey.</p> <p><b>I23</b>   Continue to build alumni participation and loyalty in Grizzlies Give Back program.</p> <p><b>I24</b>   Further the discovery and implementation of the Digital Community Network vision.</p> <p><b>I25</b>   Scale the alumni-to-student mentorship program into new programs.</p> <p><b>I26</b>   Launch core domestic alumni chapters and collaborate with the Global Engagement Centre to support alumni chapter development.</p>	<p>Achieved annual college-wide fundraising targets. New philanthropic and corporate investment to advance learning space rejuvenation.</p> <p>Increased stakeholder engagement (event attendance, volunteering, mentorship of students, philanthropy, etc.) in college-wide initiatives.</p> <p>Maximizing data intelligence in partnership relationship management and creating new measurement opportunities and alignment with college UNSDG initiative.</p> <p>A more holistic focus on major partnerships at the college.</p> <p>In-depth understanding of alumni perceptions and needs at all life stages.</p> <p>Increased alumni engagement and investment.</p> <p>Refined concept and framework for potential activation of a digital community network.</p> <p>Increased meaningful opportunities for alumni engagement and investment.</p>

# STRONG FOUNDATIONS

## COMMITMENT 1

### 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<b>S1</b>   Establish employee engagement action plan.	Employee engagement action plans established.
<b>S2</b>   Enhance Employee Service Awards.	Enhancements in place.
<b>S3</b>   Implement employee mental health and well-being initiatives.	Employee mental health and well-being initiatives implemented and use monitored.
<b>S4</b>   Complete a robust review and identify high impact opportunities to enhance the employee experience.	Employee experience review is complete with a strategy developed.
<b>S5</b>   Expand programming to offer additional professional development opportunities aligned with the Leadership Capability Framework.	Leadership development programming expanded.
<b>S6</b>   Build the Faculty Competency Framework into all Centre for Teaching and Learning (CTL) offerings and leverage Blackboard Ultra to ensure alignment.	All CTL offerings are tagged with faculty competency language ensuring alignment and providing the ability for faculty to progress along their faculty competency journey.
<b>S7</b>   Evaluate flex work arrangements and refine program based on findings.	Flex work arrangements evaluated and findings communicated for continuous improvement.

## Equity, diversity, inclusion and belonging (EDI&B)

### Strategy:

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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>S8</b>   Link comprehensive EDI&amp;B action plan to data/recommendations flowing from survey.</p> <p><b>S9</b>   Build institutional capacity for policy review using an EDI&amp;B lens, Gender-based Analysis Plus framework, inclusive language assessment tools and knowledge of best practices.</p> <p><b>S10</b>   Develop/deliver a menu of EDI&amp;B training (beyond safer spaces) with an intersectional/anti-oppressive lens – ensuring 101/201/301 level curriculum is available and assessed for efficacy.</p> <p><b>S11</b>   Ensure all portfolio areas have a unit level EDI&amp;B plan and are reporting on outcomes.</p> <p><b>S12</b>   Continue to grow the number of suppliers on the diverse supplier lists and develop a commodity reference chart to make it easier for purchasing managers to use the list.</p>	<p>Self ID questions included in Georgian Employee Engagement Survey as well as revised EDI&amp;B-informed inclusion questions. Project team established to analyze and report.</p> <p>Framework for self-identification for all employee recruitment established and initial data collected.</p> <p>Initial training on Gender-based Analysis Plus provided to 5 college leaders, and joint EDI&amp;B/People and Culture policy review team meeting to develop framework for further policy review.</p> <p>7 iterations of Building Inclusive Communities delivered.</p> <p>Georgian cohorts completed Cultures of Belonging course.</p> <p>Iterations of microaggressions training delivered.</p> <p>EDI&amp;B informed program renewal project initiated and tools in development.</p> <p>Growth of the diverse supplier lists, increased purchasing manager usage and awareness.</p>

## 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>S13</b>   Champion innovation at Georgian by collaborating with Innovation Council on enablement pathways for the first cluster of ideas submitted through the Big Ideas challenge.</p> <p><b>S14</b>   Broaden a roll-out of Basadur Profile to Georgian employees and students, as one means of introducing a shared language and framework for innovation.</p> <p><b>S15</b>   Define scope of social innovation at Georgian.</p> <p><b>S16</b>   Establish a Social Innovation Fellowship model and design Community Impact Lab Network Membership model.</p> <p><b>S17</b>   Complete a consultation process to assess student and employee perceptions of changemaking at Georgian.</p> <p><b>S18</b>   Pilot the Flourishing 5 Pack micro-certificates, including the changemaking micro-certificate, in winter 2023 with goal to have available to all students by fall 2023.</p> <p><b>S19</b>   Educate and socialize the practices of sustainable procurement with purchasing managers across the college.</p>	<p>Designed innovation management platform and programming to jumpstart innovation at Georgian.</p> <p>Completed a business plan for Community Impact Lab network.</p> <p>Developed Social Innovation at Georgian <i>Theory of Change</i>.</p> <p>Completed a Vendor of Record Process for the recruitment of new Fellows with purchasing consultations completed and insights used to inform Ashoka re-designation commitments.</p> <p>Increased number of students completing Flourishing 5 Pack micro-certificates, including the changemaking micro-Certificate.</p> <p>Increasing year over year the number of competitive processes containing sustainable procurement language and evaluation criteria.</p>

## 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>S20</b>   Continue to address gaps in our Indigenous student enrolment data collection.</p> <p><b>S21</b>   Embed Indigenous learning outcomes throughout Centre for Teaching and Learning (CTL) offerings (pathways and workshops).</p> <p><b>S22</b>   Officially launch Skoden, making it available to all faculty and administrators.</p> <p><b>S23</b>   Enhance and execute process to document current state of Indigenous applicants in highly competitive programs for the 2023-24 admissions cycle.</p> <p><b>S24</b>   Monitor percentage change of self-identified Indigenous enrolment in high demand programs</p> <p><b>S25</b>   Address each of the 6 pillars objectives contained in the strategy in a phased approach.</p> <p><b>S26</b>   Continue developing tools to integrate Indigenous curriculum into courses, through program renewal.</p>	<p>Established baseline of self-identified Indigenous students and employees with targets to increase representation.</p> <p>Increased number of programs with enriched curriculum to reflect Indigenous perspective.</p> <p>Skoden fully launched with growing numbers of participants.</p> <p>Addressed the first 2 phases of work related to implementing activities and tasks for selected phase 1 and 2 objectives contained in the strategy.</p> <p>Indigenous learning outcomes embedded in program renewal.</p>

## 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)

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>S27</b>   Complete Sustainability Tracking Assessment and Rating System (STARS) report for submission to the Association for the Advancement of Sustainability in Higher Education (AASHE) (November 2023).</p> <p><b>S28</b>   Environmental Sustainability Committee to work on UNSDG 6, 7, 12, 13, 14 and 15.</p> <p><b>S29</b>   Collaborate through the Environmental Sustainability Committee to identify gaps in STARS and establish direction for Sustainability Action Plan.</p> <p><b>S30</b>   Increase number of students involved with sustainability initiatives by supporting Georgian College Students' Association (GCSA) to become a signatory and amplifying student run activities during SDG Week.</p>	<p>AASHE to evaluate submission and assign standing.</p> <p>SDG report completed and submitted as part of Georgian's commitment to the <i>Accord</i>.</p> <p>Sustainability Action Plan to be completed by end of 2024.</p> <p>Energy Conservation &amp; Demand Management &amp; Greenhouse Gas Reduction Plans to be completed by 2024 ministry reporting dates.</p> <p>Increased number of students involved with sustainability initiatives.</p> <p>GCSA becomes an SDG signatory.</p>

## 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

2023-24 ACTIONS	2023-24 SUCCESS MEASURES
<p><b>S31</b>   Develop and launch corporate dashboard.</p> <p><b>S32</b>   Develop workplace modernization guidelines, standards and action plan to optimize flex work spaces.</p> <p><b>S33</b>   Update the multi-year Deferred Maintenance Plan.</p> <p><b>S34</b>   Develop a Facilities Plan for the Barrie, Owen Sound, and Midland campuses.</p> <p><b>S35</b>   Develop and implement a Cybersecurity Strategy.</p>	<p>Initial metrics defined and corporate dashboard in place.</p> <p>Workplace modernization guidelines for faculty and non-faculty space completed.</p> <p>Plan of action/workplan for conversion/modernization of existing office space.</p> <p>Updated 3-5 year Deferred Maintenance Plan.</p> <p>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.</p> <p>Cybersecurity plan has been developed, approved, and implemented.</p>