



Business Plan | 2024-25

Innovate **MORE.**



ACCELERATED SUCCESS



INNOVATIVE COLLABORATION



STRONG FOUNDATIONS

Experience



Georgian

Innovate MORE.



STRATEGIC FRAMEWORK

Georgian’s 2024-25 Business Plan reflects the operationalization of the final year of commitments in the college’s 2022-2024 Strategic Plan.

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

VISION

Accelerate success through exceptional teaching and learning, innovation and partnerships

VALUES

Excellence
Community engagement
Integrity
Inclusion
Sustainability

STRATEGIC PRIORITIES

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

OUR 2024-25 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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>A1 Develop, socialize and mobilize a Strategic Enrolment Management (SEM) governance, accountability and planning framework.</p> <p>A2 Strengthen our reputation as a leading choice for learners.</p> <p>A3 Continue to advance the <i>Program Innovation</i> plan and streamline new program development, approval and implementation processes.</p> <p>A4 Complete and operationalize the new <i>Annual Program Quality Review (APQR)</i> framework.</p> <p>A5 Increase participation in student surveys and leverage insights from program-level and course-level student feedback for continuous program improvement.</p> <p>A6 Formalize a <i>Program Health, Growth and Sustainability Review</i> process, aligned with college quality processes, resource planning and prioritization.</p> <p>A7 Align capital planning, workforce planning and resource prioritization to support identified areas of strength, future demand and differentiation.</p>	<p>A SEM governance, accountability and planning framework is in place.</p> <p>Clear positioning established to align our brand promise, reinforce Georgian’s distinct advantage and connect directly to key drivers of intent to attend college.</p> <p>Enhanced perceptions of Georgian as a leading, high quality postsecondary institution by amplifying key signals and indicators of quality, including changemaking designation among intenders and influencers.</p> <p>An enhanced <i>Program Innovation Framework</i> is in place with student demand and labour market data to support strategic program decisions.</p> <p>A substantial and sustainable <i>Annual Program Quality Review (APQR)</i> process is fully operationalized.</p> <p>Increased participation rate in student feedback surveys. Insights from student surveys leveraged to inform program planning.</p> <p>A formalized and data-informed approach to assess program health, growth and sustainability is in place.</p>

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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>A8 Develop and implement new first-year <i>Entering Student Flourishing Survey</i> for each academic term that identifies students requiring additional support and services.</p> <p>A9 Formalize a process to provide program-level, course-level and student feedback data to inform the <i>Annual Program Quality Review (APQR)</i> process and support program teams and course leads to action recommendations.</p> <p>A10 Design and implement a new tool to measure student success and flourishing.</p> <p>A11 Develop an annual plan for targeted retention campaigns and initiatives leveraging the <i>EAB Navigate</i> student advising platform.</p> <p>A12 Build a sustainability plan for the <i>Flourishing Five Pack</i>.</p> <p>A13 Expand and enhance ServiceNow platform and culture of service excellence to improve the student experience.</p> <p>A14 Expand and enhance pre-entry advising model to create personalized alternate program pathways for ineligible applicants with subsequent enrolment in a Georgian program.</p> <p>A15 Continue to enhance faculty supports and development to support Credit for Prior Learning.</p> <p>A16 Establish and renew inbound and outbound academic pathways for international students.</p> <p>A17 Establish a standard operating procedure for the development, implementation and measurement of academic pathways for both international and domestic students.</p>	<p>Increased student retention.</p> <p>Increased college wide awareness and responsibility for retention initiatives.</p> <p>A dashboard of high failure rate courses is in place with recommendations for continuous improvement.</p> <p>Increased number of students succeeding in challenging courses.</p> <p>A student advising system implemented to proactively identify and engage with students who require additional support.</p> <p>New student advising system with enhanced tools to measure and support student success is fully in place.</p> <p>Implemented enhancements to ServiceNow that improved the student experience.</p> <p>Decreased student service response times and increased student satisfaction with ServiceNow platform.</p> <p>Increased employee satisfaction with ServiceNow platform.</p> <p>Pre-entry advising model developed to create personalized alternate program pathways for ineligible applicants with subsequent enrolment in a Georgian program.</p> <p>Increased number of ineligible domestic applicants retained and supported to become registered students.</p> <p>Increased number of students successfully accessing Credit for Prior Learning opportunities, with a timely response.</p> <p>New academic pathways for international students established.</p>

Extraordinary experiences

Strategy:

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

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>A18 Identify opportunities to expand experiential learning and career service supports to increase alignment with labour force needs in the community and employment outcomes for students.</p> <p>A19 Expand Research, Innovation and Entrepreneurship (RIE) experiential learning opportunities to more programs, including eCo-op, #ChangetheNow and research-focused capstone projects.</p> <p>A20 Continuously nurture a culture of Academic Integrity through expanded student and faculty supports, an enhanced <i>Academic Integrity Module</i> and a revised policy framework.</p>	<p>Increased career services activity that contributes to employment outcomes for students and increased alignment with the current needs of the labour force.</p> <p>Demonstrated expansion of Experiential Learning (e.g., Work-Integrated Learning) opportunities, including capstone projects in selected programs.</p> <p>Enhanced faculty and student supports, along with a revised policy framework, are in place to sustain a culture of Academic Integrity in the age of artificial intelligence.</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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>A21 Advance and amplify our differentiation strategy by expanding immersive technologies to enable unrivaled student learning experiences and to strengthen industry partnerships.</p> <p>A22 Continue to optimize adoption and use of the Blackboard Ultra Learning Management System (LMS).</p> <p>A23 Continue to review and adopt a balanced approach to flexible delivery, aligned with program innovation and strategic enrolment management planning.</p>	<p>Recognized leader in immersive educational technology.</p> <p>Expanded use of Open Education Resources (OERs) in course delivery.</p> <p>Full adoption of Blackboard Ultra and revised LMS standards.</p> <p>Increased student and faculty satisfaction with the adoption of Blackboard Ultra and revised LMS standards.</p> <p>Optimized course offerings in flexible modes of delivery, ensuring effective use of space and technology.</p> <p>A balanced and research-informed approach to flexible delivery is in place.</p>

COMMITMENT 5

Progressive degree delivery

Strategy:

Expand degree access through Georgian degrees, innovative credentials, pathways and partnerships.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>A24 Continue increasing the number of Georgian degrees.</p>	<p>Increased degree-level offerings.</p> <p>Increased number of pathways from diploma to degree completion.</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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>A25 Expand micro-credentials with support of industry, and work to promote micro-credentials in community.</p> <p>A26 Continue to build partner relationships by attending events, visiting employer sites and promoting corporate training.</p> <p>A27 Identify pathways for lifelong learning and develop reporting to promote the creation of additional pathways for Georgian graduates.</p>	<p>Increased number of micro-credentials offered.</p> <p>Increased enrolments in existing micro-credentials.</p> <p>Increased number of flexible corporate training and part-time learning offerings.</p> <p>Graduate pathways dashboard developed and socialized.</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 (UN SDGs).

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<ul style="list-style-type: none"> I1 Continue to balance and diversify international enrolment plan. I2 Develop an in-country strategy and further partnership development framework – aligned with <i>Vision 2030</i> Strategic Plan. I3 Pilot a mobility and experiences framework. I4 Advance recommendations from the International Student Support and Settlement Task Force (ISSSTF). I5 Meet or exceed all standards for international education. I6 Develop strategy to address access to healthcare for international students. I7 Continue to advance a housing strategy. I8 Continue to leverage the college-wide Sustainable Development Goals (SDG) committee to build awareness of SDGs. 	<ul style="list-style-type: none"> Balanced and diversified three-year international enrolment plan developed. Increased digital media presence in diverse and target markets and programs to drive enrolment. In-country strategic options explored and vetted, and initial five-year plan drafted. International Virtual Exchange and Learning (IVEL) framework solidified. Successful completion of funding requirements and mobility experiences. Implementation plan developed and actioned to advance recommendations from the Student Support and Settlement Task Force (ISSSTF). Increased awareness and support on campuses for international students. Enhanced cultural awareness and engagement within various communities. Quality standards for international education are met or exceeded. Increased number of student housing options through community partnerships. Developed plan to further Georgian’s commitment to UN SDGs 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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>I9 Through broad community consultation and engagement, identify employer challenges and define a future Georgian graduate profile as part of the <i>Vision 2030</i> and Academic Planning processes.</p> <p>I10 Align standard questions for Program Advisory Committees to obtain insights on future graduate professional skills for the 2024-25 academic year.</p> <p>I11 Develop an institutional approach to adopt the <i>Flourishing 5 Pack</i> and expand integration in student transition activities.</p> <p>I12 Strengthen our narrative, engagement and communications strategy to amplify Georgian’s differentiation around Changemaking.</p> <p>I13 Host a series of events across Research and Innovation, Social Innovation and the Henry Bernick Entrepreneurship Centre (HBEC), focused on student engagement, learning and support.</p> <p>I14 Survey industry and community partners and leverage data to inform partnership development and continuous improvement of Research and Innovation programming.</p> <p>I15 Conduct professional development related to research ethics requirements.</p> <p>I16 Secure grant funding to support project activity in Research, Innovation and Entrepreneurship (RIE).</p> <p>I17 Formalize one applied research centre within Research and Innovation.</p>	<p>Defined differentiated skills and competencies for all curriculum that will differentiate Georgian graduates.</p> <ul style="list-style-type: none"> • Engagement processes completed. • Employer needs identified. • Future graduate profile developed. <p>Sustainable resource plan in place to support making the <i>Flourishing 5 Pack</i> available to all students.</p> <p>Engagement tools, such as the #ChangetheNow tool, used 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.</p> <p>Increased number of students and faculty participating in Research, Innovation and Entrepreneurship (RIE) activities.</p> <p>Increased industry and community partners for all RIE activities.</p> <p>Updated dashboard to include metrics from RIE areas of focus.</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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>I18 Build the foundations for a comprehensive campaign and maximize capacity for Georgian to raise capital.</p> <p>I19 Increase the significance of the donor experience across all campuses.</p> <p>I20 Increase constituent engagement and our ability to measure and assess.</p> <p>I21 Establish common tools and framework to manage college-wide community relations.</p> <p>I22 Leverage learnings from community and employer partner qualitative research conducted in 2023-24 focusing on critical information needs to develop a digital-first solution, ensuring any information gaps are addressed and ease of access and navigation are considered.</p> <p>I23 Release critical regional economic and community impact reports to broaden network of institutional supporters deeply committed to mutually beneficial strategic outcomes.</p> <p>I24 Deepen alumni engagement.</p>	<p>Achieved annual college-wide fundraising targets.</p> <p>New philanthropic and corporate investment to advance learning space rejuvenation and shared student priorities.</p> <p>Increased constituent engagement (i.e., event attendance, volunteering, mentorship of students, philanthropy, etc.) in college-wide initiatives.</p> <p>Operationalized strategic data intelligence in partnership relationship management and new measurement opportunities maximized and aligned with college strategic initiatives (i.e., UN SDGs, EDI&B, Indigenization, etc.).</p> <p>Partnership practices review completed and a more holistic focus on major partnerships achieved.</p> <p>Strategic common resources built and activated to support effective community engagement across all campuses.</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> <p>In-depth understanding of alumni perceptions and needs at all life stages and focused action plan for program and service delivery evolution.</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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>S1 Explore a “Great Place to Work” / Employer Excellence designation/award, connected to our employer brand, reputation and culture. Build a plan to increase our profile.</p> <p>S2 Review and refresh our methods of measuring employee engagement and the employee experience.</p> <p>S3 Develop focused programming/offerings based on Employee and Family Assistance Program (EFAP) utilization trends to support employee needs.</p> <p>S4 Collaborate with Mental Health and Well-being on joint initiatives to promote services available.</p> <p>S5 Implement Phase 1 of Employee Experience, foundational projects.</p> <p>S6 Expand leadership development programming aligned with Georgian’s Leadership Commitments, culture and capability model.</p> <p>S7 Further develop <i>Georgian Faculty Competency Framework</i>.</p> <p>S8 Launch Flex Work 2.0 program, supported by a working group, and provide enhanced supports for departments.</p>	<p>Employee engagement plan is refined and aligned with best practices.</p> <p>Employee mental health and well-being initiatives implemented, and utilization monitored.</p> <p>Employee Experience Review is complete with a strategy developed.</p> <p>A project structure and plan are in place to advance eight project areas of focus to improve the Employee Experience.</p> <p>Leadership development programming expanded and launched.</p> <p>All Centre for Teaching and Learning (CTL) offerings are tagged with faculty competency language, ensuring alignment and providing the ability for faculty to progress along their faculty competency journey.</p> <p>Flex work arrangements have been evaluated and findings communicated for continuous improvement.</p> <ul style="list-style-type: none">• Flex Work 2.0 working group established.• Flex Work 2.0 program and supports launched.

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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>S9 Continue to develop and monitor an Equity, Diversity, Inclusion and Belonging (EDI&B) institutional health index.</p> <p>S10 Incorporate EDI&B policy analysis and supporting tools into new procedure for developing and revising Georgian College policies and procedures.</p> <p>S11 Deliver <i>Equity Sequence</i> training to senior leadership and promote an equity-informed leadership culture.</p> <p>S12 Support learners through Level One training, including <i>Cultures of Belonging</i> module and EDI&B workshops.</p> <p>S13 Organize/coordinate multiple EDI&B focused educational and engagement events to provide opportunities for further EDI&B visibility and awareness raising.</p> <p>S14 Continue to integrate EDI&B team input on the development of program renewal tools and process improvements.</p> <p>S15 Post additional diverse supplier lists for use by departments and continue to raise awareness and promote usage.</p>	<p>Self-identification questions included in Georgian Employee Engagement survey as well as revised EDI&B informed inclusion questions.</p> <p>Project team established to analyze and report.</p> <p>Framework for self-identification for all employee recruitment established and initial data collected.</p> <p>EDI&B institutional health index and data collection system are fully implemented.</p> <p>Initial training on <i>Gender-based Analysis Plus</i> (GBA+) provided to five college leaders, and joint EDI&B/People and Culture Policy Review Team meeting to develop framework for further policy review.</p> <p>EDI&B informed procedure and tools for developing and revising Georgian policies and procedures.</p> <p>Seven iterations of <i>Building Inclusive Communities</i> delivered.</p> <p>Georgian cohorts completed <i>Cultures of Belonging</i> course.</p> <p>Iterations of <i>Microaggressions</i> training delivered.</p> <p>Senior leaders are aware of their accountability for bringing an equity lens to college decision-making and are equipped with the language, tools and expectations through a common framework.</p> <p>EDI&B informed program renewal process in place and tools developed.</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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>S16 Continue to develop and optimize Georgian’s Big Ideas Campaign and innovation management framework.</p> <p>S17 Expand Georgian’s culture of workplace innovation through employee professional development workshops and toolkits.</p> <p>S18 Build measurement/assessment framework.</p> <p>S19 Develop a robust list of sustainable procurement criteria and incorporate in competitive bid documents.</p>	<p>Innovation management program further developed to support workplace innovation.</p> <p>Increased number of Big Ideas Campaign submissions enabled.</p> <p><i>Innovation at Work</i> professional development workshops offered to Georgian employees.</p> <p>Business plan for Community Impact Lab Network developed.</p> <p>Social Innovation at Georgian’s Theory of Change developed.</p> <p>Vendor of Record process completed.</p> <p>Year-over-year increase in 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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>S20 Work with college constituents to build effective data collection and reporting processes to increase self-identification.</p> <p>S21 Work collaboratively with People and Culture and college sector to develop a recruitment strategy to increase employee representation.</p> <p>S22 Continue to promote participation in the Centre for Teaching and Learning’s Indigenous offerings.</p> <p>S23 Address processes related to self-identification of our Indigenous learners and employees.</p> <p>S24 Work with Indigenous community to revitalize the Elders’ Circle.</p> <p>S25 Develop the framework for an internal Indigenization Advisory Council using an Indigenous framework.</p> <p>S26 Continue to embed Indigenous learning outcomes in 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><i>Skoden</i> (support for faculty on Indigenous learning journeys) fully launched with growing numbers of participants.</p> <p>First two phases of work related to implementation activities addressed.</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 (UN SDGs).

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>S27 Develop Georgian’s energy transition roadmap to guide future planning and develop an energy strategy which will inform the <i>Vision 2030</i> strategic plan.</p> <p>S28 Ensure all environmental sustainability work is included in each annual Sustainable Development Goals (SDG) submitted report.</p> <p>S29 Support development of the plan by conducting pre- and post-sustainability surveys for students and staff.</p> <p>S30 Develop a plan to sustain and amplify Georgian College Students’ Association (GCSA) campus representation/engagement on the Environmental Sustainability Committee.</p>	<p>Association for the Advancement of Sustainability in Higher Education (AASHE) has evaluated submission and assigned standing.</p> <p>Georgian’s sustainability targets and strategy developed and launched.</p> <p>SDG report completed and submitted as part of Georgian’s commitment to the Accord.</p> <p>Sustainability Action Plan completed.</p> <p>Energy Conservation and Demand Management (ECDM) and Greenhouse Gas (GHG) Reduction Plans completed.</p> <p>Georgian College Students’ Association (GCSA) is a SDG signatory.</p> <p>Increased number of students involved.</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.

2024-25 ACTIONS	2024-25 SUCCESS MEASURES
<p>S31 Define and pilot an Executive Scorecard of leading indicators to inform strategy monitoring, aligned with <i>Vision 2030</i> strategic planning.</p> <p>S32 Align workplace space modernization with Flex Work 2.0 program.</p> <p>S33 Develop high-level facilities plan based on five to 10-year enrolment projections, strategic priorities and postsecondary system competitors, with a focus on addressing deferred maintenance pressures and space inefficiencies.</p> <p>S34 Complete and action Cybersecurity plan to 2025.</p> <p>S35 Continue to streamline processes and workflows through Employee Experience and Digital Innovation strategies.</p> <p>S36 Facilitate a comprehensive process to develop Georgian’s next five-year strategic plan, which will guide institutional focus and direction from April 1, 2025 to March 31, 2030.</p> <p>S37 Optimize Georgian’s policy and procedure framework.</p> <p>S38 Operationalize the community safety and security strategy.</p>	<p>Executive Scorecard prototype developed and quarterly reporting initiated.</p> <p>Workplace modernization guidelines for faculty and non-faculty space completed.</p> <p>Plan of action developed for conversion and modernization of existing office space.</p> <p>Developed high-level facilities plan based on five 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 developed, approved, and implemented.</p> <p>Phase 1 ServiceNow employee portal designed and launched.</p> <p>Enhanced employee onboarding processes mapped and plan developed.</p> <p><i>Vision 2030</i> strategic plan developed and approved.</p> <p>Refreshed policy and procedure framework in place, supported by training, tools and a digital platform.</p> <p>Special Constables are in place.</p>