



Business plan | 2022-23

# Innovate **MORE.**



ACCELERATED SUCCESS



INNOVATIVE COLLABORATION



STRONG FOUNDATIONS

*Experience*  
 **Georgian**

Georgian’s 2022-23 Business Plan reflects the operationalization of the first year of the college’s Strategic Plan (2022-24). Georgian’s mission, vision and values underlay the three pillars – accelerated success, innovative collaboration and strong foundations – driving institutional planning, decision-making and operational commitments. Encompassed within these three areas of focus are Georgian’s strategic priorities of equity, diversity, inclusion and belonging; digital innovation; and an agile culture of innovation and changemaking. Georgian’s focus on supporting students and providing exceptional teaching and work-integrated learning opportunities position our graduates for personal and professional success. Georgian’s mission to transform lives and connect communities through the power of education will continue to guide the college’s commitments as well as our strategic priorities and operational actions. As Georgian College, the postsecondary sector, and the economy begin to recover from the pandemic, the health and safety of our students, employees, stakeholders and campus communities is paramount.

## **MISSION, VISION AND VALUES**

### **Our mission.**

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

### **Our vision.**

Accelerate success through exceptional teaching and learning, innovation and partnerships.

### **Our values.**

Excellence.  
Community engagement.  
Integrity.  
Inclusion.  
Sustainability.

# ▶ OUR 2022-232 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 PSE degrees in our region.

2022-23 Actions	2022-23 Success measures
A1. Review and revise the new program development process focusing on labour market needs and aligning flexible delivery strategies.	Accelerated new program approval process is in place aligned with academic quality and integrated planning processes.
A2. Launch a modified program assessment process with formalized action planning process.	Streamlined review and reporting process established including engagement of all program stakeholders.
A3. Implement formal identification of poor performing programs with targeted action plans for improvement through integrated planning.	Criteria and processes to identify poor performing programs are determined and put in place. Action planning and report back mechanisms established
A4. Leverage data to build targeted student retention initiatives.	Barriers to student retention and academic success identified and initiatives implemented.

### 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.

2022-23 Actions	2022-23 Success measures
A5. Implement Phase 1 of Integrated Service Management Digital Innovation project with a new student advising system that integrates data for predictive analysis.	Multi-year plan developed to optimize student data and migrate student facing functions to ServiceNow including the launch of an AI-enabled conversational assistant.
A6. Develop a vision and guiding principles for a new Credit for Prior Learning (CPL) approach	New CPL vision, guiding principles, policy changes and assessment process identified and socialized.

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
A6. Become a leader in student access and success by delivering the most seamless, personalized and intuitive service experience - from inquiry to graduation.	Automated processes and enhanced virtual services through implementation of virtual resume software, enhanced booking system and seamless access to services.
A7. Promote a culture of academic integrity and streamline misconduct processes	New Academic Integrity modules developed and launched including new guidelines developed and communicated for virtual proctoring.

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
A8. Complete the Future Skills Centre (FSC) projects and extended reality tools are enabled.	FSC project completed with 12 virtual reality projects and more than 400 staff and student participants.
A9. Establish and deploy cross-functional project teams to expand flexible learning options and optimize the Learning Management System.	Blackboard (Bb) Ultra pilot completed with new reporting features embedded through Bb Analytics.
A10. Complete Scholarship of Teaching and Learning research on flexible modes of program delivery.	Assessment conducted on GC Flex pilot and academic planning roadmap for program expansion completed.

**COMMITMENT 5:**

**Progressive degree delivery.**

**Strategy:**

Expanded degree access through Georgian degrees, LU-GC integrated degree-diplomas, innovative credential pathways and UPC partner degrees.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
A11. Develop new three-year degree programs for approval and leverage Credit for Prior Learning System to develop more seamless pathways from diploma to degree programs.	Two new three-year degree pathways prepared and submitted to MCU for PEQAB referral and increase pathways from diploma to degree programs by 5%.
A12. Develop and deliver targeted campaigns to promote degree programs specifically.	Enrolment in degree programs increased by 5%.

**COMMITMENT 6:**

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
A13. Work with industry and community to identify and create new micro credentials.	Ten new micro-credentials launched with support of industry.
A14. Implement new digital platform to improve the Centre for Marine Training and Research (CMTR) and Continuing Education and Corporate Training (CECT) student experience.	Software requirements identified, procurement process completed, implementation plan developed and new CMTR/CECT digital software platform launched.
A15. Increase offerings, flexibility and activity for corporate training clients and part-time learners.	Programming finalized and delivered for 50 corporate clients. Expanded micro-credential offerings to support industry and community.
A16. Finalize and execute a targeted in-market campaign series that specifically promotes learning for life, part-time program delivery, micro-credentials and flexible delivery.	Increased impressions of the campaign in-market to drive awareness of Georgian’s offerings resulting in a higher call to action/response than the industry average.

# 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).

2022-23 Actions	2022-23 Success measures
I1. Develop a balanced and diversified 3-year international enrolment plan.	International enrolment plan developed and informed by market intelligence.
I2. Promote and support student study abroad and staff experiences.	Post-pandemic travel initiatives established and Go Abroad platform is built.
I3. Assess cross-college supports for international student supports and services.	Service gap/overlap assessment completed based on student feedback and action plan established.
I4. Conduct independent student housing review collecting feedback by engaging key stakeholders.	Inclusive housing strategy is developed based on independent review of needs.
I5. Develop plan which includes raising awareness regarding Sustainable Development Goals (SDGs) across the college community, gathering and sharing stories to amplify Georgian’s current state of local and global impact and report to the United Nations.	Presentations and workshops about SDGs are delivered to staff and students. UNSDG curriculum mapping is completed and examples of curricular integration of SDGs shared via college communications. Georgian’s first SDG report to the United Nations is submitted as per the SDG Accord.

**COMMITMENT 2:**

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
16. Promote student opportunities to create community impact and change through social innovation.	Feasibility of offering RapidSkills Employability Skills module to students is assessed.
17. Increase the number of faculty that are engaged with changemaking and leverage #Changethenow.	Higher number of faculty using the #Changethenow tool to creatively work with community partners and solve complex problems
18. Increase the number of followers on all social media channels; feature students in articles and videos.	Expand total followers from all channels to 12,000, develop 15 student stories, and reach 20,000 views on Bernick Online.
19. Increase the number of students participating in Research, Innovation and Entrepreneurship (RIE) and Centre for Changemaking and Social Innovation (CCSI) activities.	Metric created to track student participation and a minimum of 1500 students participating in RIE and 500 students participating in CCSI activities.
110. Conduct projects with industry and community partners via in-class, capstone and stand-alone collaborative projects.	Increased number of applied research initiatives with a minimum of 90 industry partners. Increase the number of students engaged in supporting community, non-profit and industry partners by 10%. Engage 15 new community partners through the Community Impact Lab in efforts to help solve complex, community-based issues.
111. Grow scholarship, promote and share research and scholarship across the college, and assist faculty with research projects.	Deliver at least eight Lunch and Learn sessions, conduct 135 research projects and support 40 faculty and 350 student researchers.

**COMMITMENT 3:**

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
I12. Raise funds for strategic priorities through private gifts, sponsorships, partnerships and gift intentions (pledges and legacy support).	Clearly defined priorities, established timelines and financial goals are set and achieved.
I13. Create a donor engagement/stewardship framework for targeted donor-centric communications and document current external stakeholder engagement.	Framework implemented with increased donor touch points, increased ease of giving, and greater financial transparency and reporting as well as measuring industry and partner engagement.
I14. Develop multi-channel advancement communications plan for sustained growth and retention in alumni giving.	Increased engagement activities, attendance at alumni events, higher per capita alumni giving, and an increased number of gifts.
I15. Launch cross-functional project to explore Digital Community Network needs and opportunities.	Vision for a Digital Community Network defined and performance metrics identified.
I16. Deepen alumni engagement at student recruitment events, orientation, convocation and other events.	Increased event attendance and higher number of volunteer mentors as well as increased student to alumni interactions.



# 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.

2022-23 Actions	2022-23 Success measures
S1. Conduct Pulse Engagement Survey as well as a full Employee Engagement Survey.	Surveys implemented and achievement of survey completion rates (75% for full-time and 50% for regular part-time employees).
S2 Gather and report on college wide professional development activity by employee group.	A Learning and Development dashboard is designed and implemented.
S3. Promote new employee orientation, employee recognition events and develop New Manager Training series.	Planned and completed recognition events including staff orientation program to all employee groups. New Manager Training series developed and implemented.
S4. Develop leadership and faculty competency frameworks, professional development for program coordinators, and mentoring/support programs.	Updated Leadership Competency Framework implemented and embedded in Administrator Leadership Development, Performance Management, and Recruitment and Selection. Faculty Competency Framework developed, launched and embedded in Academic Development Program and teaching resources. Support and mentoring program for non-full-time faculty implemented, and consistent duties for program coordinators identified and rolled out.
S5. Evaluate flex work arrangements.	Feedback gathered and analyzed from employees participating in flex work arrangements through the administration of 30, 60 and 365-day surveys. Student satisfaction evaluated to identify any student impacts resulting from flex work arrangements.
S6. Enhance support systems leveraging digital technology and para-professional support	Expand 'Be Well' program and launch Live Chat. Processes for Mental Health Peer Support program delivery based on research/recommendation from current project are determined.

**COMMITMENT 2:**

**Equity, diversity, inclusion and belonging**

**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.

2022-23 Actions	2022-23 Success measures
<p>S7. Establish a project team to collect quantitative self-identification of Equity, Diversity, Inclusion and Belonging (EDIB) data and qualitative feedback on the culture of inclusion.</p>	<p>Creation of a baseline assessment of self-reported staff and student experiences of inclusion and belonging with respect to Indigenous, racialized, women, persons with disabilities and/or 2SLGBTQIA+ individuals, etc.</p>
<p>S8. Assess and revise current HR staff processes using an EDIB lens, GBA+ framework, inclusive language assessment tools and through knowledge of best practices.</p>	<p>Revised Employment Equity Statement, EDI leadership competencies embedded and recruitment stats collected to monitor applications from, and secured employment of, the four designated groups (women, Indigenous persons, members of visible minorities and people with disabilities),</p>
<p>S9. Deliver Safer Spaces Training and evaluate learning outcomes.</p>	<p>At least four opportunities per year for GC staff and students at all campuses to engage in Safer Spaces Training with learning assessments and feedback integrated into future training sessions.</p>
<p>S10. Pilot departmental planning/consultation tool with key portfolio areas to identify priority areas, collect metrics and identify EDIB initiatives to support College Environmental Scan.</p>	<p>At least 50% of college portfolio areas have a unit level EDIB plan to identify and track their EDIB approaches to their work and the academic portfolio has EDIB action plans in place.</p>
<p>S11. Leverage the Community Benefits Project results and work with the Ashoka Changemaker Campuses and Buy Social to establish a Diverse Supplier List.</p>	<p>Diverse supplier list is in place.</p>

**COMMITMENT 3:**

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
S12. Design and pilot a college-wide framework for and approach to innovation management.	An innovation management platform acquired and piloted for a variety of use cases (i.e. hackathons, Dragon’s Den, innovation challenges, etc.) with manager training also piloted.
S13. With support from the SUNCOR grant, create three Community Impact Labs at the Orillia, Barrie and Owen Sound campuses.	Community Impact Labs in place with the objective to engage local employers/ partners in solving complex problems with social innovation tools.
S14. Measure student/employee perceptions of innovation and changemaking at Georgian.	Survey designed and implemented with at least 400 student responses and 300 employee responses with regards to the Future Skills Centre Project and Digital Innovation deliverables.
S15. Implement a changemaker micro-credential.	Changemaker micro-credential launched and promoted across the college.
S16. Develop Georgian’s social procurement process and policy in collaboration with its Social Procurement Community of Practice.	Georgian’s social procurement process and policy developed in place.

**COMMITMENT 4:**

**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

2022-23 Actions	2022-23 Success measures
S17. Identify a methodology to collect self-identification data from staff and students.	Data collection implemented and baseline data established for self-identification staff and students.
S18. Continue with embedding indigenous learning outcomes into curriculum and designing professional development opportunities.	The first stage of an Indigenous Knowledge “pathway” is launched to support faculty in identifying opportunities to embed Indigenous curriculum into their courses.
S19. Document current state of Indigenous applicants in highly competitive programs and develop approaches to increase opportunities for Indigenous learners.	Pilot completed and different approaches are assessed to measure increases in the proportion of self-identified students enrolled.
S20. Utilize engagement and best practices review to inform Maajiishkadaa report and strategy.	Maajiishkadaa report and strategy approved with action items identified.

**COMMITMENT 5:**

**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).

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
S21. Explore the STAR self-study benchmarks to assess if it will inform development of Georgian’s sustainability plan.	STAR self-study benchmarks assessed and decision made as to whether such engagement will support the development of the sustainability plan.
S22. Re-establish Environment Sustainability Committee with updated terms of reference.	Environmental Sustainability Committee in place with representation from broad range of college stakeholders.
S23. Conduct E-Scan and launch consultation process	E-Scan completed and Sustainability Plan development underway.
S24. Engage students in sustainability initiatives.	Student representatives included on Environmental Sustainability Committee to provide their input and increased opportunities for student involvement in climate change projects and initiatives within curriculum.

**COMMITMENT 3:**

**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.

<b>2022-23 Actions</b>	<b>2022-23 Success measures</b>
S25. Leverage data to support operational excellence and investment decision.	Metrics and indicators identified with corporate dashboard developed and in place.
S26. Conduct research and analysis to determine physical space requirements, both academic and non-academic related, in a post-pandemic environment to balance flex/hybrid arrangements, to manage space pressures and enhance the student experience.	E-Scan completed and used to assess competitive/ innovative uses of space for the hybrid campus experience. Space utilization impacts related to flex/ hybrid learning and flex work arrangements reviewed and staff input collected. Priorities for 23/24 space planning and budgeting process identified.
S27. Reinstate budget and update deferred maintenance plan.	Pre-pandemic facilities budget reinstated and five-year deferred maintenance plan established.