



BUSINESS PLAN ²⁰²¹ ₂₀₂₂

ACCELERATED SUCCESS

MEANINGFUL COLLABORATION

INSPIRED INNOVATION

STRONG FOUNDATIONS

Georgian's 2021-22 Business Plan reflects the strategic priorities of the college while also emphasizing an agile culture of innovation. As the pandemic continues to impact post-secondary education and the economy, the health and safety of our students, employees, stakeholders and campus communities is paramount. Georgian's focus on supporting students and providing exceptional teaching, in combination with work-integrated learning, position our graduates for success. Furthermore, with a commitment to equity, diversity, inclusion and belonging, Georgian's mission to transform lives and connect communities is at the center of everything we do.

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.

OUR 2021-22 PLAN

ACCELERATED SUCCESS

COMMITMENT 1:

Quality market-driven programs.

Strategy:

Offer relevant curriculum for in-demand jobs.

2021-22 Actions	2021-22 Success measures
A1. Use data to identify and pursue program flexible delivery modes and new programs areas consistent with student demands and labour market needs in Georgian communities.	Evaluate feasibility of new program proposals, develop program launch delivery plan and implement new programs and pathways.

COMMITMENT 2:

Experiential learning and employer guarantee.

Strategy:

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.

2021-22 Actions	2021-22 Success measures
A2. Enhance experiential learning and student engagement by supporting innovative and enriching virtual and hybrid opportunities, where appropriate.	Offer creative experiential opportunities for students impacted by pandemic and support their academic progression.

COMMITMENT 3:

Effective student supports and services.

Strategy:

Unrivaled student access, supports and services.

2021-22 Actions	2021-22 Success measures
A3. Become a leader in student access and success by delivering the most seamless, personalized and intuitive service experience - from inquiry to graduation.	Automate processes and enhance virtual services through implementation of virtual resume software, enhanced booking system and seamless access to services.
A4. Ensure the well-being of all members of the Georgian community by providing appropriate resources, training and other essential mental health supports.	Implement strategies to support academic, and personal development to enhance student retention and resilience.

COMMITMENT 4:

Internationalized Georgian community.

Strategies:

Expand and better integrate supports for international students.

2021-22 Actions	2021-22 Success measures
A5. Position international department to further support student global engagement needs through integration with the broader college community to support community engagement, globalization and mobility.	Integrate international housing and orientation activities within broader student supports to enhance the international student experience. Further internationalization efforts through engagement opportunities including the use of social media to connect and engage with students virtually. Support and funding provided to support current students and alumni for safe isolation under public health directive.

COMMITMENT 5:

Enhanced Indigenization

Strategies:

Enhance curriculum to reflect Indigenous culture and traditions.

Enrich the college community by engaging in Indigenous knowledge sharing.

2021-22 Actions	2021-22 Success measures
A6. Deepen and enhance the process of indigenization across departments through faculty training, curriculum enhancements as part of program renewal, and Indigenous knowledge-sharing sessions.	Complete program renewals as planned. Offer Knowledge-sharing sessions and encourage participation.
A7. Complete the final stages of the Virtual Reality (VR) project for students studying in the Anishnaabemowin (Ojibwe) Program Development (ANPD) program.	Launch publicly the ENGAGEVR Indigenous Worlds with global access to objects, assets and environments created to Indigenous communities and other organizations.

MEANINGFUL COLLABORATION

COMMITMENT 1:

Strong community and industry connections.

Strategy:

Proactively engage partners through well-established connections using our Community Engagement and Partner Relationship Management Committees.

2021-22 Actions	2021-22 Success measures
<p>M1. Strategic integration of key external initiatives related to the new four-year Georgian BScN, including fundraising, community and alumni relations, student recruitment and brand-building strategies, to enable and achieve maximum exposure and reach to key audiences, generate quality student applications, develop future prospect potential, nurture and advance key relationships, and secure new funds.</p> <p>M2. Proactively engage Program Advisory Committees (PACs) to lever their industry knowledge on emerging trends and in-demand skills, and establish meaningful connections for Georgian students.</p>	<p>Achieve and leverage earned and owned media coverage related to the BScN program and related initiatives.</p> <p>Achieve fundraising targets set for 2021-22.</p> <p>Launch engagement activities for Georgian alumni.</p> <p>Achieve enrolment targets in collaboration with other Georgian units.</p> <p>Implement BoardEffect communication tool for use by all PACs.</p>

COMMITMENT 2:

Progressive degree delivery.

Strategy:

Develop a comprehensive degree strategy for central Ontario including Georgian degrees, integrated degree-diplomas and partner degrees.

2021-22 Actions	2021-22 Success measures
<p>M3. Assess options to grow and sustain Lakehead Georgian Partnership programs to increase access to degree-level credentials in central Ontario.</p>	<p>Continue to develop additional pathways from GC to Lakehead University.</p>

COMMITMENT 3:

Learning for life.

Strategy:

Expand and evolve program offerings in response to shifting demands and demographics.

2021-22 Actions	2021-22 Success measures
M4. Offer flexible part-time program pathways, expand workforce training and rapid skills development in response to shifting labour demands to support economic recovery.	Launch at least four new micro-credentials. Create or convert at least 5 more online Continuing Education courses. Develop roadmap for part-time program delivery. Develop marketing and communications strategies to support learning for life, promote microcredentials, GC Flex learning option and part-time opportunities. Create content that promotes stories of non-traditional learners and flexible pathways.

INSPIRED INNOVATION

COMMITMENT 1:

Entrepreneurship and social innovation.

Strategies:

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.

2021-22 Actions	2021-22 Success measures
<p>I1. Develop a social procurement policy with paralleling social impact measures to support social enterprises and diverse suppliers.</p> <p>I2 Continue to support change making skills and mindsets across the college.</p> <p>I3. To educate, inspire and activate innovators and entrepreneurs through community activation, research and innovation, and teaching and learning.</p>	<p>Establish social procurement policy with specific performance measures in place.</p> <p>Launch changemaker micro-credential, develop curricular tools to measure changemaker skills, develop innovative tools to enable college stakeholders to solve complex problems. Sign the United Nations Sustainable Development Goals (SDG) Accord and report on SDG contributions annually.</p> <p>Establish programming delivered to innovators and entrepreneurs through in-person and online modes: including Xcelerate Summit, RISE week, Bernick Online, and Colaboratory. Attain 7000 online followers; 14 messaging channels; 20,000 YouTube views and 1,000 hours in Total Watch Time.</p>

COMMITMENT 2:

Enriched learning through meaningful research and scholarship.

Strategy:

Foster a culture of research, scholarship and collegiality that connects students, employees and the community.

2021-22 Actions	2021-22 Success measures
14. Cultivate and promote the Research & Innovation Cluster of Central Ontario (RICCO).	Establish MOUs with key RICCO partners and attract funding to fuel programming and outcomes.
15. Enable research opportunities for students, faculty, industry and community partners, empowered by cutting edge tools, infrastructure, facilities, and programming.	Complete 130 Research projects; 110 industry/ community partners; 50 faculty researchers; 360 research students; 25% of research partners do follow-on projects.
16. Educate, inspire and activate the innovation network through knowledge dissemination and multi-stakeholder events.	Achieve 20,000 views on the Bernick Online YouTube channel and host at least two significant events by March 2022.

COMMITMENT 3:

Flexible and technology-enabled learning.

Strategies:

Expand technology-enabled learning options including online learning, compressed and hybrid courses, and better integration of full-time and part-time studies to maximize learning choices.

2021-22 Actions	2021-22 Success measures
17. Execute the implementation of new admissions, credit transfer, and Prior Learning Assessment and Recognition (PLAR) solutions.	Develop plans and begin implementing new Credit Transfer and PLAR experience with a go-live scheduled for summer 2022. Launch admissions project including Request for Proposal development and vendor selection.
18. Introduce Hyflex Classrooms to provide a more flexible learning experience.	Complete Twenty Hyflex classrooms by winter 2022.
19. Improve the Learning Management System to be more personalized and intuitive for learners and educators.	Upgrade to Blackboard Ultra with new user interface completed and a detailed plan developed to convert all courses fully to an Ultra format.
110. Explore and evaluate extended reality technologies for the classroom and work environment; engaging as many employees and students in XR experiences.	Shift the adoption curve of Georgian students and employees; increased comfort level with XR; increased use of 2D and 3D in the workplace and classroom.

STRONG FOUNDATIONS

COMMITMENT 1:

Exceptional people.

Strategies:

Value and invest in our faculty, support staff and administrators to support teaching excellence, deliver quality services and provide extraordinary experiences for our students.

2021-22 Actions	2021-22 Success measures
<p>S1. Advance a culture that is agile, inclusive, skilled and collaborative through strategic communication planning.</p>	<p>Issue timely, accurate and coordinated communications, hold regular update meetings and conduct employee pulse checks throughout the year to inform and engage employees.</p> <p>Complete Employee Engagement Pulse Survey Fall 2021 and implement a full Employee Engagement Survey in Winter 2022.</p>
<p>S2. Support Equity Diversity and Inclusion (EDI) at Georgian College.</p>	<p>An EDI Centre is established and a Director is hired to strategically lead the department.</p> <p>A current state assessment completed with work on purpose/strategy statement also completed. Ensure EDI Strategy aligns with EDI policies and goals as EDI initiatives begin development and implementation.</p>
<p>S3. Develop an Organizational Change Management strategy to support an agile digital culture and engaged employees.</p>	<p>Develop organizational change management strategy and proceed with implementation.</p>
<p>S4. Develop a plan and begin implementing a solution for Human Resource Analytics to provide strategic workforce performance information.</p>	<p>Proceed with implementation for Human Resource Analytics with a go live planned for 2022-23.</p>

COMMITMENT 2:

Financial sustainability.

Strategies:

Ensure the long-term financial and operational health of the college.

2021-22 Actions	2021-22 Success measures
S5. Position integrated Space Planning, Integrated Resources Planning and Enrolment Planning to enable the college to mitigate fiscal risk while identifying strategic investments to support the long-term financial health of the college.	Integrate enrolment, space and resource planning exercise undertaken, fiscal risks and investments identified for budget consideration. Support comprehensive approach to risk and budget assessment through integration of part-time enrolment, revenues and expenses into the program costing model and budget.

COMMITMENT 3:

Environmental responsibility.

Strategy:

Build on Georgian's strong record of sustainability by raising awareness on environmental issues and promoting energy efficiency in our operations.

2021-22 Actions	2021-22 Success measures
S6. Operationalize academic micro-grid to complement college micro-grid and enhance student experience, enhance recycling strategies for construction debris and continue to reduce energy use and reinvest savings.	Receive Transport Canada approval, solar panels installed and system successfully commissioned for student usage as part of curriculum. Align process for disposal of construction debris with environmental strategies and mechanism to performance measures implemented. Identify energy efficiencies, operationalize and reinvest savings to leverage future opportunities.

COMMITMENT 4:

Operational excellence.

Strategy:

Continually improve our programs, services and operations to ensure maximum value is delivered.

2021-22 Actions	2021-22 Success measures
<p>S7. Action Quality Audit report of areas for improvement specifically:</p> <ul style="list-style-type: none">• Develop and deliver a communication plan for the Program Assessment process• Integrate syllabi and course learning outcomes into Georgian’s Curriculum Inventory Management (CIM) system.	<ul style="list-style-type: none">• Ensure all programs comply with the Program Assessment process• Test new vendor syllabi enhancements. Communication and training plan for faculty is initiated.