

# 120 DAYS of Listening Report

Fall 2024

# Vision 2030

 Georgian



# Shaping our future – together.

## *120 Days of Listening*

Aaniin, She:Kon, Nakurmiik, Tanshi, which means hello in Ojibwe, Mohawk, Inuktitut and Michif (the traditional language of the Métis).

Earlier this year, Georgian embarked on a process to develop our next strategic plan. With the support of our Board of Governors, we wanted to take the time to engage deeply with our many constituents – to better understand your perspectives, hopes and dreams. And so, we kicked-off *120 Days of Listening* to the people we serve and hold dear as members of our valued community.

We're grateful for the more than 5,000 points of input we received from students, alumni, employers, community leaders, industry partners, donors, employees and friends of Georgian. We were heartened to hear about the passion, pride and enthusiasm you have for the work that we do. We learned about your changing needs and how you're looking to us to be bold, brave and innovative as we lead the way and influence an inspiring and sustainable future.

This report summarizes the high-level themes we heard from you. We value your input and will use this information to guide the development of *Vision 2030*, our blueprint for success. I look forward to continuing this conversation as we co-create our future – together.

Chi-Miigwech; thank you and heartfelt gratitude for your support.



Kevin Weaver | President and CEO, Georgian College



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We asked you to dream big about our best possible future. Your input will help us shape *Vision 2030* – our blueprint for success.

Kevin Weaver  
President and CEO

### **As one of 24 Ontario Colleges of Applied Arts and Technology, Georgian is governed by the *Governance and Accountability* framework set by the Ministry of Colleges and Universities.**

Each college is to develop a strategic plan every three to five years, in accordance with ministry guidelines. Our accountability framework ensures we demonstrate annual progress against our plan and adjust as needed along the way.

We've designed a strategic planning process that seeks broad input from the college's internal and external constituents, considers appropriate ways to respond to our changing environment, examines our core areas of strength, and develops a vision and long-term goals for the future.

Georgian is continuously evolving to achieve our mandate. A well-crafted strategic plan helps us to reflect the hopes and dreams of our constituents, communicate our thoughtful, balanced and fiscally responsible approach, and provide a blueprint for us to follow as we build an inspiring and sustainable future.

### **THE MANDATE OF ONTARIO COLLEGES:**



To offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities.”

| Ontario Colleges of Applied Arts and Technology Act, 2002.



# 120+ DAYS OF LISTENING

More than 5,000 individual contributions from:

- students,
- alumni,
- employers,
- community leaders,
- industry partners,
- donors,
- Indigenous communities,
- Georgian employees, and
- friends of Georgian.

Over the course of 120+ days, we invited you to tell us what you value most about your experience with Georgian, and what you believe we should focus on as we plan for the future.

We asked for your honest feedback, and you responded!

More than 5,000 points of input were gathered from students, alumni, employers, community leaders, industry partners, donors, employees and friends of Georgian. You shared your perspectives, hopes and dreams through 1:1 interviews, in-person and virtual engagements, surveys, topic-specific focus groups and rapid innovation sessions.

The insights you shared will be used as our foundation for developing our next strategic plan. We look forward to finalizing and launching *Vision 2030* in April 2025.

**65+**

engagement events

**1:1**

interviews and focus groups

**1,500**

survey responses

**Rapid**

innovation sessions



**We collected thousands of data points. The ideas we heard repeatedly were distilled into 10 overarching themes, summarized in this report.** These strategic insights will inform where we'll focus our efforts as we position Georgian to meet the changing needs of our constituents and build toward 2030.

We learned that you see Georgian as an inclusive, caring and connected community – a place where people from all walks of life can access opportunities and feel they belong.

Students and alumni describe an *unrivaled experience* as one that offers state-of-the-art programming, integrates real-world experiences, is industry connected, offers holistic student supports, allows students to personalize their journey and fosters global/cultural exchange.

All constituents expressed their concerns about the speed of change and Georgian's ability to stay ahead of the curve. In our best possible future, you want us to strengthen our community and industry partnerships and continue to innovate our programs and teaching methods.

You see us as a vital leader, trusted partner and a catalyst for positive change.

### OVERARCHING THEMES

1. Improving access, affordability and choice
2. Leading program quality and innovation
3. Defining the *Unrivaled Student Experience*
4. Prioritizing experiential learning and career preparation
5. Strengthening community and industry partnerships
6. Amplifying our commitment to Indigenization
7. Promoting global education and engagement
8. Championing equity, diversity, inclusion and belonging
9. Securing a sustainable future
10. Empowering Team Georgian





# How can we make education more accessible for all?

Students come to us from all walks of life with the dream of accessing affordable, career-focused education that will lead to employment. Today, more than ever, students are navigating challenges with affordable housing, transportation, food insecurity, increased cost of living, as well as work and family obligations.

Learners are looking for more streamlined pathways into, through and beyond their program of choice, as well as flexible learning options to personalize their journey in a way that works best for them.

While they desire access to remote and hybrid learning, students still value the human connections and social integration that comes along with their college experience, as well as timely access to faculty, mentors and support services.



### What you see as our strengths

- 130+ career-focused programs.
- Seven campus communities.
- A safe, inclusive and supportive learning environment.
- Flexible program delivery; online, hybrid and part-time options.
- Academic pathways and access programs.
- Financial supports, scholarships and bursaries.
- College entry advisors are providing personalized support.

### Your dreams for Georgian's future

- Increased access to affordable housing, food and transportation.
- Expanded flexible delivery options, innovative teaching and scheduling.
- Equitable support services across all campuses.
- Streamlined and well-communicated academic pathways.
- Increased outreach to underserved and target populations, including newcomers and Indigenous communities.
- Expanded student financial aid.
- Expanded use of open educational resources which are learning materials created and licensed to be free to own and share.
- Consistent commitment to Universal Design for Learning; additional support for neurodiverse learners.
- Customizable and personalized learning options tailored to student needs.
- More opportunities to access lifelong learning.

### Where we need to pay attention

- Developing a shared understanding of the barriers experienced by diverse populations of learners and a commitment to address their unmet needs.
- In a fiscally constrained environment, finding innovative solutions to ensure students have access to quality education and just-in-time support services.
- Finding operational efficiencies, strengthening partnerships, growing new sources of revenue and optimizing our multi-campus environment will be key to opening more doors to more learners and supporting access, affordability and choice.

## WHAT WE'RE THINKING ABOUT

Empathizing deeply with the diverse and complex needs of the students we serve; reducing red tape and systemic barriers.

Challenging ourselves to expand pathways and flexible delivery options while maintaining a human-centred approach.

Optimizing our partnerships, operations and multi-campus network to improve equitable access to education for all – closer to home.



*Some of our students must choose between paying for gas and childcare to attend class or eating that day. They need access to education to climb out of poverty.”* | Faculty member



# How will we strengthen our reputation as a leader in quality and innovation?

When we asked people to describe Georgian's best possible future, the words *quality* and *innovation* emerged as consistent themes.

Our constituents want Georgian to be known for leading-edge programs and innovative teaching methods that incorporate the most relevant, up-to-date curriculum, equipment, facilities and technology. They also want us to model innovation in all that we do, ensuring our graduates are equipped with the confidence and skills to be innovators in their future endeavors.

The speed of change and Georgian's ability to stay ahead of the curve are top of mind as we learn to quickly and efficiently adapt our programs to keep pace with a rapidly changing world of work and new modes of education delivery.



### What you see as our strengths

- Students and alumni describe their learning journey as positive and transformative.
- Georgian's focus on real-world, experiential and work-integrated learning in an industry-connected and supportive environment.
- Georgian is recognized as an emerging leader in immersive learning technologies.

### Your dreams for Georgian's future

- Cutting-edge programs infused with state-of-the-art curriculum, facilities, equipment and technology.
- Skilled, accessible, industry-connected and recognized faculty.
- Advanced, creative and engaging teaching and assessment methods.
- Career-ready graduates, equipped with essential skills, including critical thinking, communication, professionalism, leadership and collaboration.
- Enhanced program quality and innovation informed by strong industry partnerships, employer input and student feedback.
- Growth in program areas of strength and high demand, including health, technology, advanced manufacturing and skilled trades.
- Streamlined academic pathways.
- Enhanced Program Advisory Committee processes.
- Consistent quality standard for academic delivery and academic integrity.
- A recognized leader in co-op, work integrated/experiential learning, real-world projects and career preparation across all academic areas.
- Globally recognized and valued programs, pathways and credentials.
- Inspiring learning environments.
- A well-defined commitment to innovation and changemaking.

### Where we need to pay attention

- Modeling our commitment to quality and innovation in all that we do.
- Leading excellence in instructional design and delivery, including high-quality online/hybrid education.
- Tackling academic integrity concerns and the fast-paced evolution of artificial intelligence in postsecondary education.
- Advancing our expertise in innovation and changemaking.

## WHAT WE'RE THINKING ABOUT

Innovating and differentiating our programs, signature learning experiences and graduate outcomes to meet the changing needs of our constituents.

Prioritizing uncompromising academic quality and innovation in teaching, learning and applied research.

Empowering our graduates with the skills, knowledge, mindsets and networks to serve as leaders, innovators and changemakers across industries and communities.



*Georgian's commitment to innovation and student success has the potential to set it apart as a leader in education. Continuing to focus on these areas will ensure that students are well-prepared for their futures.* | Student





## What makes for an unrivaled student experience?

Students and alumni describe Georgian as a place where they feel connected, safe and supported. Students value small classes, a sense of community, being able to reach out for support, and a place where they know they belong.

Students and alumni envision an *unrivaled experience* as one that personalizes the education journey, integrates real-world experiences, offers holistic student support and provides opportunities for social connections.

The quality of a student's experience is significantly enhanced by Georgian faculty and staff who go out of their way to make a personal connection and show they care.

Students and alumni told us there's something truly special and indeed, *unrivaled*, about the warm, caring and connected student experience at Georgian.



### What you see as our strengths

- Georgian has a well-earned reputation as a safe, caring and connected college, focused on student success.
- Students value Georgian's positive brand reputation, supportive and hands-on learning environment, industry partnerships and career preparation.
- Georgian's focus on digital innovation is enhancing students' access to information and timely supports.

### Your dreams for Georgian's future

- Streamlined and easy to navigate student communications, information systems, services and processes (e.g., application and registration).
- Enhanced mental health and wellness supports – ensuring all employees are trauma-informed.
- More interactive and enjoyable experiences and spaces to connect at every campus.
- Expanded awareness, approaches and supports for neurodiverse students.
- High quality, engaging, industry-connected experiential learning in all programs.
- Enhanced access to faculty and services outside of class, especially for online courses.
- Industry-connected, engaging, current, accessible and student-focused faculty.
- More mentorship, career advising and networking opportunities.
- Amplified student engagement through clubs, events and social spaces.

### Where we need to pay attention

- Enhancing the availability, effectiveness and responsiveness of services across programs and campuses.
- Addressing social connection challenges.
- Supporting Georgian's people-centred culture and empowering Team Georgian to deliver *unrivaled* student experiences.

WHAT WE'RE THINKING ABOUT

Promoting our warm, safe, caring and connected campus communities and learning environments.

Defining a signature *Unrivaled Student Experience* at Georgian that consistently meets the social, emotional, access and service needs and expectations of learners.

Providing seamless, timely and impactful wrap-around student supports.



*Ensuring the care and connection to each student as they work toward graduation (so) they progress further and gain the supports they need to be successful.” | Student*





# How will we prioritize real-world, work-integrated learning and career preparation?

Students, alumni and employers agree in the power of hands-on, experiential and work-integrated learning to prepare learners to be career and future-ready. Students tell us they want to feel confident their program is providing the relevant, industry-connected learning they need and is designed to prepare them for career success.

Employers want us to continue prioritizing current, real-world learning, experiences and assessments that prepare students to meet the changing needs of their industry.

Employers value graduates who demonstrate interpersonal communication, problem-solving, digital literacy, collaboration and leadership skills. Employers tell us they want us to integrate artificial intelligence applications into our curriculum and help students build confidence working with the most current tools that are impacting their sectors.



### What you see as our strengths

- A postsecondary leader in hands-on, experiential and work-integrated-learning.
- A strong and growing network of employer and industry partners.
- A well-earned reputation as a leader in co-op education.

### Your dreams for Georgian's future

- Job-ready graduates who are equipped with critical, analytical and transferable skills, and can adapt to changing workforce needs.
- Extensive experiential learning opportunities and meaningful work-integrated learning components in every program.
- Strengthened partnerships with local and global partners and alumni network.
- Enhanced Program Advisory Committee processes.
- Program planning informed by labour-market insights - aligned to meet rapidly changing employment needs.
- Increased data collection and reporting of insights about the student experience.
- Community engagement, changemaking and co-curricular leadership opportunities.
- Robust early career advising in every program, including resumé building, interview preparation and networking opportunities.
- Enhanced capacity and state-of-the-art infrastructure to be recognized as a top college for applied research and innovation.
- Expanded networking, mentorship and career-focused events.

### Where we need to pay attention

- Students and employers are asking us to better align program intakes with labour-market forecasts to ensure the availability of quality work placements and graduate employment opportunities.
- Students are not always able to travel for placement opportunities and are facing increasing barriers to affordable housing, transportation and financial sustainability.
- Refreshing our college-wide standards, expectations and supports for work-integrated learning will lead to better coordination, collaboration and outcomes.
- Ensuring our program curriculum accurately reflects current realities of work.

## WHAT WE'RE THINKING ABOUT

Prioritize work-integrated learning, industry connections and early career-preparation in every program.

Leverage labour-market and employer insights to better inform program planning and innovation.

Grow applied research capacity and opportunities for students to engage in real-life projects to build essential and professional skills.



*One of the standout features of Georgian College was its emphasis on hands-on learning. These experiences were invaluable in helping me apply classroom knowledge to real-life scenarios, building my confidence and skillset.” | Alum*



# How might we strengthen community and industry connections?

An important part of Georgian's core mandate is to meet the changing needs of employers and to support the social and economic development of our local and diverse communities.

Our partners are turning to us to ensure they have the skilled workforce, creative partnerships and collaborative ecosystem to power economic and social innovation. They want and need us to be in-tune with the rapid changes they're facing, as well as to anticipate and help them be future-ready.

Constituents emphasized the importance of deepening our community and industry connections and a desire to establish Georgian as a leader in partnerships.

### WHAT WE'RE THINKING ABOUT

Enhancing our reputation and impact as a multi-campus institution that responds to regional, national and global needs and priorities.

Growing as a catalyst for regional economic and social development by strengthening our local and global connections.

Fostering collaboration and synergy across campuses, disciplines and sectors to create responsive, dynamic and diverse learning environments.



### What you see as our strengths

- Georgian is deeply embedded in the communities we serve and enjoys a strong presence and brand reputation in Central Ontario.
- Georgian is growing as a catalyst for community economic and social development through applied research, entrepreneurship and innovation projects and partnerships.

### Your dreams for Georgian's future

- Expand the ways in which we connect with community and industry partners to better understand their changing needs and inform our program development.
- Work with external constituents, in a coordinated approach, to strategically identify and address workforce development and credentialing needs.
- Increase collaboration with external constituents across our campus regions and strengthen global partnerships.
- Ensure current and relevant curriculum that prepares graduates to meet the changing needs of employers and industry, locally and globally.
- Optimize each of our campus locations, aligning program offerings to meet local needs.
- Grow program offerings in areas of high demand, including health, technology, advanced manufacturing and skilled trades.
- Align work integrated learning and placement opportunities to address industry needs.
- Make our campuses community hubs through creative use of space for community events.
- Offer more opportunities for alumni, community and industry partners to access lifelong learning.

### Where we need to pay attention

- Leverage data to better understand and anticipate regional and global skills gaps to inform programming, enrolment and partnership development.
- Pursue a fiscally responsible approach to growing community and industry partnerships, locally and globally, that support student success as well as community economic and social development.



*Match with community partners' needs. If a program is not employable or there is becoming less need for the program, look at revamping or pausing the program to allow for the market to catch up. | Program Advisory Committee member*



# How might we continue to amplify our commitment to Indigenization and reconcili-action?

Georgian's campuses are situated on land that has a rich cultural history and continued presence of Indigenous Peoples. Indigenous Peoples continue to be the fastest growing and youngest demographic in the country. This is true for our region as well.

Georgian recognizes that postsecondary institutions have a platform and a responsibility to proactively address the Truth and Reconciliation Commission's *Calls to Action* through various means.

Georgian's Indigenization strategy, *Maajishkaadaa – Let's move forward together*, provides a strong foundation of strategies and actions to move the college forward.

The college is committed to building reciprocal relationships with Indigenous communities and organizations to work toward our vision of students thriving both academically and personally while studying at Georgian.



### What you see as our strengths

- Engaging with Indigenous community leaders, Chiefs and Elders to advise Georgian's decision-making process for Indigenous students.
- Investments made in the infrastructure needed to develop and action Georgian's *Maajishkaadaa* Indigenization strategy, including Wiidookdaading Indigenous Resource Centres at our Barrie, Midland, Orillia and Owen Sound campuses.
- Leading innovation in Indigenous language and cultural revitalization through our award-winning virtual reality programs and partnerships.

### Your dreams for Georgian's future

- Become a leader in Indigenous education and language preservation. Preserve culture and engage communities through Indigenous language programs.
- Offer more specialized and diverse courses for Indigenous students, including the opportunities to go abroad as part of the education experience.
- Foster and strengthen relationships with Indigenous communities.
- Expand cultural awareness and trauma-informed training for Georgian employees.
- Understand the skills and employment gaps within Indigenous communities and address those gaps through innovative programming and access pathways at local campuses.
- Offer virtual and asynchronous learning options.
- Align programs to meet current and forecasted labour-market demands, particularly in skilled trades and health care, providing pathways to employment.
- Infuse Georgian spaces and places with Indigenous naming and Indigenous art; ensure appropriate and informed land acknowledgements.

### Where we need to pay attention

- We must strive to understand the barriers and challenges for Indigenous students, such as systemic racism, lack of transportation, affordable housing and access to supports for students.
- Leverage virtual/online and/or mobile programming to improve access to education for remote communities.

## WHAT WE'RE THINKING ABOUT

How best to be transparent and accountable to our commitment to reconciliation.

Online learning options that break down barriers to education and support employment needs of Indigenous learners.

How to grow Georgian as a leader in Indigenous education.



*You have a really good reputation in Indigenous circles ...and it's awesome to be known as a school that is working hard for Indigenous students and is doing a great job overall. We want to see that continue!* | Indigenous community leader





# How will we promote global education, engagement and connections?

Today's global context demands new kinds of knowledge, skills and mindsets.

Global education plays a vital role in promoting social and economic development, supporting student mobility and immigration, as well as promoting inter-cultural understanding - opening new doors to opportunity and innovation.

Georgian is preparing learners to be curious and engaged global citizens through multiple global education opportunities.

The world is coming to Canada and Georgian's network of global alumni are impacting the world. We're building a powerful network of global citizens, innovators and changemakers.



### What you see as our strengths

- Georgian offers international students a safe, supportive, personalized and caring educational experience in a desirable and affordable location.

### Your dreams for Georgian's future

- Integrate global perspectives into all curriculum.
- Develop globally recognized programs, pathways and credentials.
- Ensure culturally responsive marketing and communication strategies, tailored to meet the unique needs of diverse, international markets.
- Promote global citizenship as a core value.
- Foster inter-cultural curiosity, global mindsets and openness among students, staff, and our local communities.
- Increase opportunities for students to participate in global learning experiences, study abroad, virtual exchange and cultural events.
- Provide robust supports for international students.
- Expand global connections and leverage our global alumni network to promote study abroad, international work and exchange experiences.
- Expand co-op and work-integrated-learning opportunities for international students.
- Develop a well-defined program and value proposition for changemaking.
- Promote inter-cultural understanding through expanded learning and development opportunities for Team Georgian.
- Open more channels to collect, share and act on student feedback.

### Where we need to pay attention

- Ensuring international students are set up for success with housing, mental health supports, a welcoming community, employment and placement opportunities - from the very beginning.
- Strengthening internal coordination and international student support.
- Embracing different approaches to program design, pathways, marketing and program delivery to meet international market needs.
- Prioritizing global education and engagement as an institution-wide strategy.

## WHAT WE'RE THINKING ABOUT

Embracing our role as leaders in international education to promote global citizenship, inter-cultural competencies, global mindsets and international experiences among our students, staff and communities.

Building our capacity to mobilize quickly to support the expansion of global partnerships, curriculum and pathways opportunities.

Prioritizing a robust and coordinated approach to ensuring international students are well supported throughout their education journey.



*Increase the number of cultural programs and events that promote diversity and inclusion, helping students gain a global perspective.” | Student*

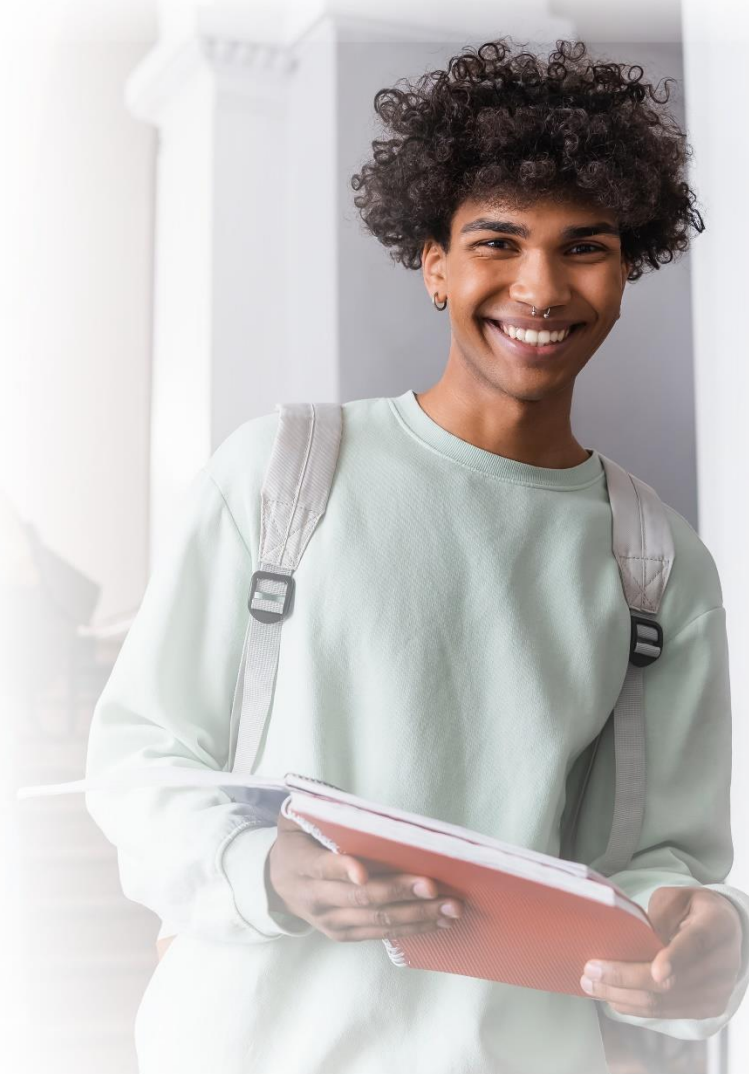


## How will we create an environment where everyone feels seen, heard, valued, and knows they belong?

Our constituents see Georgian's visible and ongoing commitment to equity, diversity, inclusion and belonging (EDI&B) as a strength and a strategic priority.

There's a desire for Georgian to move from awareness-building, to a culture of advocacy and active modeling of EDI&B values in all that we do.

We need to ensure everyone within the Georgian community knows they belong through demonstrable, accountable and system-wide commitments to diversity, de-colonization, anti-racism, equity and inclusion.



### What you see as our strengths

- Georgian's establishment of the Centre for Equity, Diversity, Inclusion and Belonging (EDI&B) has been a step in the right direction and signals Georgian's commitment to this work.
- A positive mindset amongst the Georgian community – people are open to learning and ready to do the work needed to make change.
- Growth in grassroots and community-driven initiatives, empowering people and enhancing engagement.

### Your dreams for Georgian's future

- Create one of the most equitable, diverse and socially responsible postsecondary institutions in Canada.
- Promote a learning and work environment where everyone feels seen, heard, valued and knows they belong.
- Prepare graduates who truly understand the importance of EDI&B values.
- Foster a diverse, inclusive and equity-informed workforce.
- Ensure all Georgian employees are trained in, and understand the need for, trauma-informed care.
- Create a culture in which equity is embraced as everyone's responsibility.
- Promote student and employee resource groups and safer spaces.

### Where we need to pay attention

- Promote an informed and clearly articulated commitment to EDI&B.
- Determine how best to move from training to active engagement in change.
- Create safe, secure spaces where everyone feels they belong and can find community.

### WHAT WE'RE THINKING ABOUT

Deepening our commitment to EDI&B understanding and adoption.

Creating safe and equitable learning and work spaces where everyone belongs.

Strengthening EDI&B-informed policies that address systemic barriers and promote fair and equitable standards of practice.



*The college's commitment to community engagement, inclusivity, and support creates a sense of belonging and shared purpose" | Student*



## How will we secure a sustainable future for our college, our communities and our planet?

Sustainability is a theme that's on the minds of our constituents in various ways.

First, there's a concern that Georgian needs to find new ways of securing its own financial future – through creativity, innovation and fiscally-responsible practices.

Our community also sees an important role for Georgian to play in modeling our commitment to environmental sustainability – to do our part to address climate change.

Finally, we inspire our students to care about people and the planet, building their knowledge and commitment to the United Nations Sustainable Development Goals.

### WHAT WE'RE THINKING ABOUT

Find new and innovative ways to secure Georgian's financial future.

Strengthen local and global connections to expand growth opportunities in non-traditional markets.

Focus on sustainability efforts and awareness to lessen our environmental impact.



### What you see as our strengths

- Georgian is committed to finding new ways to ensure a financially sustainable future for our institution.
- Georgian has signed a commitment to further the United Nations Sustainable Development Goals, and is advancing a number of sustainability practices, such as hydration stations, waste diversion systems, renewable energy generation, EV charging stations, and our designation as a Bee Campus.

### Your dreams for Georgian's future

- Secure our financial future by identifying and boldly pursuing financially viable new markets and revenue generation strategies that support our core mission.
- Strengthen local and global brand awareness and targeted marketing efforts.
- Demonstrate fiscal accountability, effective stewardship of all resources and operational excellence.
- Partner with local and global communities and industry on targeted workforce development initiatives.
- Grow research, innovation and entrepreneurship activities and capacity, aligned with sustainability goals.
- Streamline grant application and fiscally responsible administrative processes.
- Develop a bold commitment to reducing Georgian's carbon footprint and impact on our natural environment, along with practical, achievable actions and practices for the Georgian community to utilize over the next five years.
- Challenge ourselves, our students and our partners to protect people and planet.

### Where we need to pay attention

- Grow new revenue streams, aligned with our core mission.
- Focus all areas of the college on organizational effectiveness and fiscal stewardship.
- Challenge the status-quo and produce innovative, future-forward sustainability initiatives that aim to reduce Georgian's environmental impact and carbon footprint.



*There is a lot of low-hanging fruit with respect to sustainability that will also help address our looming deficit. Sustainable business practice is just sound business practice, now.* | Faculty member





## How will we empower an agile and people-centred culture that creates, collaborates and innovates?

Students and alumni tell us it's our people who truly make the difference in their Georgian experience. Georgian's warm, caring and people-centred culture is at the heart of our success.

As in other organizations, the pace of change in recent years has increased pressure on Team Georgian to adapt to new ways of working. Rapid adoption of new technologies, working in a hybrid environment, and innovating to meet the changing needs and expectations of our constituents has resulted in feelings of pride and accomplishment, as well as some frustration and burnout.

There's a strong desire to ensure we build our capacity to adapt to change while maintaining our personal wellness, focus on quality, and strong community culture.

Georgian employees are seeking an *unrivaled* work experience characterized by common values, shared goals, cross-college collaboration and equity-informed practices that support work-life balance, learning and development, collaboration and recognition of employee efforts and contribution.



### What you see as our strengths

- Georgian employees feel a strong connection to the college's mission and student-centred culture. Employees are proud of the work they do and value the relationships and trust they have built within their home teams.

### Your dreams for Georgian's future

- Foster and celebrate an innovative, agile and empowered organizational culture.
- Promote transparency, psychological safety and trust through leadership, engagement, communication and data-driven decision making.
- Create safer environments to encourage differing ideas, new approaches, experimentation and solutions.
- Promote effective collaboration and coordination of strategies and work processes across portfolios; break down organizational silos.
- Expand employee professional development and career mobility opportunities.
- Foster greater connections through community-building events and provide inspiring spaces for employees to work and learn together.
- Align institutional policies to support the employee experience.
- Recognize, showcase and celebrate employee contributions and Georgian accomplishments.
- Inspire and promote leadership at every level.
- Strengthen goal alignment, measurement and accountability.
- Challenge outdated thinking – be bold and brave to try new things.
- Be recognized as a great place to work.

### Where we need to pay attention

- Adopting a leadership and management approach to support innovation.
- Modernizing our systems and processes to enhance the employee experience.
- Clarifying institutional priorities and eliminating non-value-added processes.
- Empowering decision-making at all levels to increase agility and responsiveness.
- Reducing real and perceived barriers to collaboration.
- Enhancing employee onboarding, as well as ongoing learning and development to strengthen Georgian's capacity for quality and innovation.

### WHAT WE'RE THINKING ABOUT

Enhancing organizational learning and leadership strategies that align, empower and support Team Georgian.

Finding new ways to recognize, celebrate and strengthen Georgian's treasured human-centred and *unrivaled* organizational culture.

Renewing our core values and priorities to highlight our focus on quality, innovation, collaboration and delivering the *unrivaled* student experience.



*By empowering all members of its community...to contribute ideas and take initiative, the college can tap into a diverse pool of insights and adapt more rapidly to changing educational landscapes and societal needs.”* | Employee





# Our strategic planning roadmap

We are here

2023			2024												2025			
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr



Planning to plan

Data gathering and consultations

Strategy formulation, testing, iterating

Implementation planning

- Board of Governors' retreat
- Establish planning goals and principles
- Develop planning roadmap
- Launch environmental scanning

- Conduct *Listening Tour*:
  - *Vision 2030* survey
  - 1:1 interviews
  - World café sessions
  - Engagement events
  - Topic-specific focus groups
- Form rapid innovation teams

- Analyze data and insights
- Share *120 Days of Listening Report*
- Draft vision, values, goals and success indicators
- Host additional consultation sessions
- Prepare draft *Vision 2030* framework
- Board of Governors' retreat

- Continue to test and refine planning assumptions
- Finalize *Vision 2030*
- Seek Board of Governors' approval
- Develop enabling plans
- Design communications, implementation and monitoring approach

★ Launch *Vision 2030*: April 2, 2025



For more information on the strategic planning process, visit [GeorgianCollegeVision2030.ca](http://GeorgianCollegeVision2030.ca)  
or contact the strategy team at [strategy@georgiancollege.ca](mailto:strategy@georgiancollege.ca).