

2009-10

Centennial College Business Plan

CENTENNIAL
COLLEGE



Contents

Contents	2
Our Mission and Vision	3
Academic Framework	4
Statement of Diversity	5
Our Guiding Principles.....	5
Our Commitment	6
Core Businesses	7
Major Capital Investments.....	10
Our Book of Commitments: Five Year Strategic Plan 2009-14	11
Commitment #1	12
Commitment #2:	14
Commitment # 3:	15
Commitment # 4:	16
Commitment # 5:	16
Commitment #6:	18
Commitment #7:	19
Commitment #8:	20
Commitment #9:	21

Our Mission and Vision

Our mission is educating students for career success.



Our vision is transforming lives and communities through learning.

Academic Framework

We support the career and personal development of our learners in every decision we make. We value and support one another in a process of continuous learning and improvement.

We create a positive environment for effective learning within a context of global citizenship and social justice. We value the diverse profiles of our learners. Our curriculum, teaching and support services are characterized by knowledgeable and enthusiastic teachers, teaching strategies that suit learner needs and an atmosphere of dignity and mutual respect.

We strive for excellence. Scholarly debate and applied research contribute to the quality and distinctiveness of our learning environment and advance our instructional and curriculum expertise.

We encourage and engage in evidence-based deliberation with open minds in an atmosphere of mutual respect. We consult with and consider carefully the views of internal and external stakeholders who have an important perspective on an issue.

We are accountable to our learners, our communities and the general public for the quality of the learning experiences we provide, for the resources we use and for the manner in which we treat all people. We build evaluation into all of our work so that we improve continuously.

To advance our mission, Centennial College strives to adhere to the following principles:

- **Commit to Student Success:** We foster excellence in our students and employees by providing an equitable foundation that values their experiences and unique needs. We engage and support learners in attaining clear, high standards so that they emerge from Centennial College positioned for a successful career.
- **Commit to Access:** We support broad access to a college education by providing clear pathways and supports to enable secondary school students to meet the requirements of post-secondary programs.
- **Pursue Excellence:** We pursue excellence as a learning organization through innovation, applied research, critical analysis, rigor and currency.
- **Be Inclusive:** We offer a distinctive, inclusive educational experience that builds on a foundation of global citizenship, social justice and diversity.
- **Integrate Technology:** We are guided by the needs of learners and the learning organization in our use of technology.
- **Promote Communities of Learning:** We are committed to creating communities of learning through reflective practice, continuous improvement and lifelong learning.
- **Encourage Partnerships:** We encourage sustainable relationships that enrich student learning, augment job readiness and provide our graduates with the knowledge and skills to succeed in work and society. We seek a range of partners who are sensitive to socio-cultural needs, support our institutional objectives and contribute to our community.

Statement of Diversity

Centennial College and its Board of Governors value and embrace diversity, equity and inclusion as fundamental to our mission to educate students for career success within a context of global citizenship and social justice.



We recognize that historical and persistent inequities and barriers to equitable participation exist and are well documented in society and within the College.

We believe individual and systemic biases contribute to the marginalization of designated groups. These biases include race, sex, gender, sexual orientation, age, disability, ancestry, nationality, place of origin, colour, ethnicity, culture, linguistic origin, citizenship, creed (religion, faith), marital status, socio-economic class, family status, receipt of public assistance, or record of offence. We acknowledge that resolving First Nations sovereignty issues is fundamental to pursuing equity and social justice within Canada.

We acknowledge the richness and diversity of the community we serve. As our community has evolved and our staff and student population have changed, we have implemented policies and practices to address issues of inclusion. In moving forward, we will build on this work to embed commitment to diversity, equity and inclusion in every aspect of what we do.

Our Guiding Principles

We believe social justice requires that we value diversity, equity and inclusion. We believe that the principles and practices of diversity, equity and inclusion strengthen the social and economic development, growth and well-being of our student population, our employees and our local and international communities.

We uphold our social responsibility to contribute to a society that is equitable, fair and just. In accordance with our mission, vision and values, we will demonstrate leadership in eliminating barriers and implementing and promoting diversity through our academic framework, policies, special initiatives and proactive measures.

We are committed to eliminating all forms of harassment and discrimination. We will prevent, remedy and redress these inequities. We will create an environment of inclusion in our teaching, learning, employment and support services so that we can fully serve our communities and prepare our students to excel in the workplace and in society.

We will be accountable for the changes we need to make. We will continue to comply with existing federal and provincial legislative requirements. We will continue to develop and implement goals, policies, competencies and special initiatives founded upon principles of social justice to promote equity and inclusion. We will collect data to track our progress and regularly evaluate the effectiveness of the initiatives we undertake, and we will communicate the outcomes to our community.

Our Commitment

- A safe, secure, inclusive and accessible environment for learning, teaching and working
- Curriculum and instruction that reflect diversity and promote equity and inclusion
- Equitable and accessible opportunities for student success
- Building knowledge and evaluating effectiveness
- Human resource management systems, policies and practices that reflect diversity and promote equity and inclusion
- Training and staff development in equity and diversity
- Accessible and inclusive college communication
- Strategic engagement with diverse communities
- Relationships and partnerships that align with our mission, vision and values
- Committing financial and human resources to promote diversity, equity and inclusion



Core Businesses

Funded Post-Secondary Education

Centennial College provides its students with high-quality post-secondary education through relevant and accessible programs. Offered are one-year certificate, two-year and three-year diploma, and four-year degree programs. Centennial is organized into eight distinct schools:

- School of Advancement
- School of Business
- School of Community and Health Studies
- School of Communications, Media and Design
- School of Continuing Education and Corporate Training
- School of Engineering Technology and Applied Science
- School of Hospitality, Tourism and Culture
- School of Transportation

Centennial welcomes a diverse mix of students with varying academic backgrounds, including recent high-school graduates, students transferring from another college or university and mature students.

Apprenticeship Training

Apprenticeship is a proven, industry-based learning system that combines on-the-job experience with technical training. Apprenticeship in Ontario is the responsibility of the provincial government, which offers curricula in a variety of fields.

Apprentices work with a qualified tradesperson until they pass the required exams and complete their workplace training. Apprentices then earn a Certificate of Qualification that allows them to work on their own.

Centennial College provides a variety of apprenticeship training programs in the fields of transportation and child and youth worker education. The college also delivers pre-apprenticeship training for students who need to upgrade their basic skills before they can enter an apprenticeship program.

Basic and Essential Skills Training

Centennial College provides training for literacy, ESL, numeracy and other skills necessary to prepare learners for career education or to assist them to enter or re-enter the workforce.

Basic skills training focuses on goal-directed, learner-centred

literacy training that helps learners acquire the essential skills necessary to obtain employment, enroll in further training or education or achieve personal independence.

In addition, the college provides a variety of employment preparation services, including employment resource centres for youth and adults, job search workshops and one-on-one employment advice.

International Education

While Centennial's primary objective is to accommodate students from Ontario, the college also has an international strategy whereby it seeks global opportunities to enhance its reputation as a leader in education around the world.

Centennial recognizes and values the unique contributions international students make to our diverse and multicultural community. Centennial's international-student population has increased significantly in recent years, and interest from the international community continues to grow.

In addition to making significant cultural contributions, international students, through their tuition fees, provide an important source of revenue. The college reinvests this revenue to provide overall educational advancements and facility improvements.

Centennial also seeks opportunities to support its internationalization strategy, which includes partnering with international public and private institutions to deliver applied education globally.

Continuing Education and Corporate Training

Lifelong learning is essential in a rapidly changing world. The School of Continuing Education and Corporate Training offers a variety of programs leading to certificates, diplomas and external certification or qualification.

Centennial provides part-time programs and courses targeted to improve the skill levels of the workforce and prepare adult learners for the latest industry requirements.

In the corporate training area, we deliver to a wide range of clients, both domestically and abroad. Our programs build on our reputation of delivering applied skills-based programs to a diverse constituency.

Centennial's programs are taught by instructors and consultants with strong connections to industry. We offer a range of learning solutions to respond to client demand.

Our Centre for Entrepreneurship offers small business start-up training to more than 300 clients annually.

Applied Research

In today's knowledge-based economy, innovation, resourcefulness and speed to market are keys to economic and social prosperity.

Centennial's Applied Research and Innovation Centre advances knowledge and facilitates technology transfer through a large variety of projects involving industry, community and government partnerships.

Applied research advances learning by enabling students to access the most up-to-date knowledge in their field of study. It keeps faculty current and enhances their professional development through hands-on involvement in research projects. It supports Centennial's applied-degree programs, articulation agreements, and certification and accreditation processes.

Centennial seeks out and strengthens partnerships with local and regional community employers and industries to solve immediate problems and meet specific goals, through applied, market-driven research, development and commercialization.

Major Capital Investments

Facility upgrades are necessary for Centennial College to maintain its standards of excellence in teaching methods and curriculum delivery. Our Strategic Facilities Plan maps out the phases of new construction, renovation and rehabilitation needed for Centennial to build on its success. High priority projects are the new Library and Academic Space, and the Athletic and Wellness Centre at Progress, and the Skills Development and Women's Skilled Trades Training Centre at Ashtonbee.

- **The new Library and Academic Space** at Progress, a construction of 104,000 gross square footage (gsf), will include academic classroom space, administrative offices and a state of the art library. The new Library and Academic Space will help support satellite services offered at the College's other locations. The Library and Academic Space will provide a safe and welcoming study area designed to reinforce classroom and community learning. It will offer a unique and up-to-date library learning experience, including convenient and efficient access to print collections and on-line resources for students and employees.
- **The Skills Development Centre** will be configured and equipped to accommodate hands-on instruction and direct skills training for industries that are experiencing labour shortages. Centennial College has a long and proud tradition of excellence in apprenticeship training and a commitment to students and industry that is mirrored in student success rates, employer satisfaction and industry partnerships. The establishment of the Skills Development Centre is one of the many ways that Centennial intends to build on its connections to the community including underrepresented populations in Ontario. The Centre will prepare students for pre-apprenticeship and mentorship programs.
- **The Scarborough Women in Skilled Trades Training Centre** will enable women to successfully enter the skilled trades. This initiative helps to address poverty reduction, social development, and the skilled trade labour shortage. The Women's STOP™ program will give Centennial College the ability and capacity to meet women's unique needs and training requirements, providing women with meaningful access to opportunity. This proactive vision includes a separately funded four storey building with 82 short-term student housing units allowing women both inside and outside the GTA access to programming and short-term housing that will transform their lives and the lives of their children.
- **The Athletic and Wellness Centre (AWC)** is a two story, 64,000 gsf building, to be located at Centennial College's Progress Campus. The AWC will provide students, employees and the surrounding community with a state of the art facility to meet their

recreational, athletic and wellness needs. The gymnasium area can also be used for tradeshow, concerts, large meetings and special events, such as Centennial's convocation.

Our Book of Commitments: Five Year Strategic Plan 2009-14

In 2007, Centennial College started to review its existing strategic plan and conducted an environmental scan to build a base for a new Strategic Plan. The results were presented to the College Executive Team and the whole College community for comment. Based on the feedback "The Book of Commitment" was created. Nine commitments were identified:

In creating good global citizens, be recognized as just that.

We will strive to become an internationally recognized leader in education that places a strong emphasis on global citizenship, social justice and equity.

Prepare people for the new world that awaits.

Centennial will be at the forefront of applied education and, in doing so, meet both the economic and social inclusion needs of our communities.

Be a community leader.

Centennial will play an integral, active role within the communities we serve. We will make a difference in the lives of those around us and continue our leading-edge work to aid under-represented groups, championing their cause to access and succeed in post-secondary education.

Help students grow into leaders.

Leaders are not born they are created by the right environment, and through mentors who give people the confidence and abilities to lead others. We will create such an environment and be those mentors.

Forge many roads to success.

There is no single path to success. We recognize this. Centennial will continue to find new routes for students to travel, and exciting ways to make their journey more rewarding.

Stand behind our promise to students.

We will guarantee the quality of Centennial's programs and service delivery to ensure an outstanding and rewarding experience for our students.

Be one of Canada's best employers.

We will be an environment that challenges employees to be their best, and to make a difference. We will be an inclusive, engaging work environment built on valuing diversity and respect for all people.

Build the bottom line.

To become better and offer more to our students, we must grow. We will continue to find ways to grow economically and be accountable for our resources and use them appropriately.

Tell a great story.

We have a wonderful story to tell. We need to be sure it is told in a compelling way and so we will tell our story in a way that makes the community, the nation and the world sit up and take notice.

Commitment #1**In creating good global citizens, be recognized as just that****Goal 1 : Signature Learning Experience (SLE)**

Continue to embed the SLE philosophy of global citizenship, social justice and equity into the learning experience

Initiatives	Measures of Success
<ul style="list-style-type: none"> Continue implementing GNED 500; Social Analysis and Social Action 	<ul style="list-style-type: none"> GNED 500 included in the model routes of all diploma programs; portfolio process implemented in all programs undergoing comprehensive review; Global Citizenship and Equity (GCE) competencies embedded into all new programs and those undergoing comprehensive review
<ul style="list-style-type: none"> Expand Global Citizenship and Equity (GCE) training opportunities for employees 	<ul style="list-style-type: none"> Professional Development (PD) opportunities available every semester for all employees
<ul style="list-style-type: none"> Continue developing Humanracebook.com 	<ul style="list-style-type: none"> GCE and academic content coordinated with Humanracebook.com, regularly reviewed and revised for currency, accuracy and alignment with mission, vision and values
<ul style="list-style-type: none"> Establish College institutes that reflect SLE philosophy 	<ul style="list-style-type: none"> Ongoing development and implementation of Energy Institute, Emergency-Disaster Institute, and Cultural Heritage Institute
<ul style="list-style-type: none"> Develop innovative online curricula in research literacy and research capacity 	<ul style="list-style-type: none"> Online "Citizen Researcher" project piloted, evaluated and imbedded in SLE
<ul style="list-style-type: none"> Increase Program Advisory Committee (PAC) awareness of Centennial College's GCE priority 	<ul style="list-style-type: none"> Inclusion of GCE materials in PAC handbook

Goal 2 : Centre for Global Citizenship and Equity Education

Begin the transformation of the Office of Equity and Inclusion into the Centre for Global

Citizenship and Equity Education

Initiatives	Measures of Success
<ul style="list-style-type: none"> Establish structure, define scope, and establish key committees to advise on infrastructure 	<ul style="list-style-type: none"> Business plan and committees established and activities underway
<ul style="list-style-type: none"> Develop tools to analyze underrepresentation and barriers affecting both employment and educational opportunities for target groups 	<ul style="list-style-type: none"> Tools developed and implemented; college community surveyed
<ul style="list-style-type: none"> Establish work plans with goals and timetables for each school and department 	<ul style="list-style-type: none"> Plans in place
<ul style="list-style-type: none"> Apply to participate in the “Scholars at Risk” U.N. program 	<ul style="list-style-type: none"> Application submitted by Summer 2009
<ul style="list-style-type: none"> Develop a Peer Review Journal to assemble showcase articles on diversity 	<ul style="list-style-type: none"> Peer Review Team established by Fall 2009; first edition published by Fall 2010.
<ul style="list-style-type: none"> Complete College Accessibility Plan per provincial government requirements 	<ul style="list-style-type: none"> Compliance report submitted
<ul style="list-style-type: none"> Work with Cultural Heritage Institute to host annual Equity Conference 	<ul style="list-style-type: none"> Conference plan completed for implementation in 2010
<ul style="list-style-type: none"> Review College complaints procedures, identify areas to be revised and identify relevant training needs 	<ul style="list-style-type: none"> Complaints Procedures Review Report completed and training needs identified

Goal 3 : Portfolio Learning

Expand implementation of portfolio learning across the College

Initiatives	Measures of Success
<ul style="list-style-type: none"> Establish scope, purposes and processes for Portfolio Learning 	<ul style="list-style-type: none"> Portfolio Learning Framework established
<ul style="list-style-type: none"> Require student GCE portfolios in all two and three year diploma programs 	<ul style="list-style-type: none"> GCE portfolios implemented into all new programs and programs undergoing comprehensive review
<ul style="list-style-type: none"> Identify systems and process for tracking Student Portfolio Learning and completion 	<ul style="list-style-type: none"> Systems and process in place
<ul style="list-style-type: none"> Begin implementation of Portfolio Learning with the Leadership Forum 	<ul style="list-style-type: none"> Leadership Forum actively engaged in Portfolio Learning
<ul style="list-style-type: none"> Extend Reflective Practice to include portfolio development to faculty 	<ul style="list-style-type: none"> PD opportunities available every semester for all faculty
<ul style="list-style-type: none"> Introduce Reflective Practice and Portfolio Learning to support staff 	<ul style="list-style-type: none"> PD opportunities available every semester for support staff

Goal 4 : Social Conscience and Sustainability*Demonstrate the values of sustainability*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Utilize GNED 500 course, Social Analysis and Social Action - projects to expand awareness and promote reflection on green environment/sustainable energy activities 	<ul style="list-style-type: none"> GCE student/employee projects showcased
<ul style="list-style-type: none"> Continue to expand green environment/sustainable energy initiatives through all programs 	<ul style="list-style-type: none"> Number of green environment/sustainable energy focused courses offered as electives and additional courses in related programs increased
<ul style="list-style-type: none"> Use Leadership in Energy and Environmental Design (LEED) specifications in all new buildings 	<ul style="list-style-type: none"> LEED standards met in all new buildings

Goal 5 : Applied Research and Innovation*Accelerate student, employee and industry partner engagement in real world applied research and commercialization*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Increase applied research opportunities for students and employees 	<ul style="list-style-type: none"> Numbers of students and employees engaged in applied research projects increased by 10 %
<ul style="list-style-type: none"> Address the research and development (R&D) priorities of local/regional private and public employers through industry outreach 	<ul style="list-style-type: none"> Industry Advisory Board created, 5 new industry partnerships developed, 3 new grants obtained

Commitment #2:**Prepare people for the new world that awaits****Goal 1 : Applied Education***Establish applied education opportunities to meet economic and social inclusion needs of our communities*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Internationalize curriculum in all schools by including global perspective and GCE outcomes 	<ul style="list-style-type: none"> Global perspective and GCE outcomes embedded into all new programs and those undergoing comprehensive review
<ul style="list-style-type: none"> Extend GCE and quality principles to satellite campuses in other countries 	<ul style="list-style-type: none"> Audit plan developed for satellite campuses. Training and PD for off shore partners started
<ul style="list-style-type: none"> Create cross cultural learning 	<ul style="list-style-type: none"> New student exchange program established

opportunities through student exchange programs	
<ul style="list-style-type: none"> Develop Cultural Heritage Institute for domestic and international corporate training in GCE 	<ul style="list-style-type: none"> Plan completed
<ul style="list-style-type: none"> Expand joint-degree program opportunities and articulation agreements with international institutions 	<ul style="list-style-type: none"> Three new international articulation and two new co-operation agreements developed

Goal 2: Equity Principles – Academic and Career Success

Apply equity principles in the development of new academic and career success strategies

Initiatives	Measures of Success
<ul style="list-style-type: none"> Continue developing Women in Skilled Trades programming 	<ul style="list-style-type: none"> Pilot program implemented and evaluated
<ul style="list-style-type: none"> Develop Foundations programs in all schools 	<ul style="list-style-type: none"> All Foundations programs approved
<ul style="list-style-type: none"> Establish English Language Centre to support learners of English as an additional language 	<ul style="list-style-type: none"> Centre established by Fall 2010

Commitment # 3:

Be a community leader

Goal : Community Engagement

Play an integral and active role to promote barrier-free learning in targeted communities

Initiatives	Measures of Success
<ul style="list-style-type: none"> Expand and enhance HYPE and First Generation Projects 	<ul style="list-style-type: none"> Tracking mechanisms developed; participation increased; programs embedded into ongoing operations
<ul style="list-style-type: none"> Continue building the Community Outreach Office to serve under-represented groups and youth 	<ul style="list-style-type: none"> New projects identified; community network expanded
<ul style="list-style-type: none"> Connect Centennial employees who are engaged in community work with under-represented groups 	<ul style="list-style-type: none"> Forum held; collaborative opportunities identified
<ul style="list-style-type: none"> Develop and implement Centennial transfer credit/advanced standing plan, policy, and process 	<ul style="list-style-type: none"> Policy and process completed, implementation plan initiated

Commitment # 4:**Help students grow into leaders****Goal 1: Student Leadership Passport***Create opportunities for students to discover their leadership ability*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Determine the process, systems, and recognition for students participating in leadership activities 	<ul style="list-style-type: none"> Process, systems and recognition documentation developed
<ul style="list-style-type: none"> Foster leadership opportunities locally and internationally within the academic program 	<ul style="list-style-type: none"> Co-op, internship, practicum, and work placements increased; international exchange opportunities increased and bursaries established
<ul style="list-style-type: none"> Develop volunteer leadership opportunities for students 	<ul style="list-style-type: none"> Citizen Researcher student Corps established; Ambassador Program for international students expanded; peer-mentoring model developed and implemented

Commitment # 5:**Forge many roads to success****Goal 1: Student Pathways***Expand opportunities for students to reach academic success*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Strengthen and expand number of joint degrees and articulations with universities 	<ul style="list-style-type: none"> New joint degrees/articulation agreements developed
<ul style="list-style-type: none"> Continue to work with School Boards on joint academic initiatives 	<ul style="list-style-type: none"> Dual credit and pathways projects expanded, sampler programs for high school students expanded
<ul style="list-style-type: none"> Create new Applied Degrees 	<ul style="list-style-type: none"> Two new degrees developed by 2011
<ul style="list-style-type: none"> Participate in targeted government funded programs aimed at improving access (e.g. Career and College Transitions programs, Employment 	<ul style="list-style-type: none"> Applications from mature students and internationally trained immigrants (ITI) increased

Ontario, Second Career, OSLT, LINC, CIITE)	
<ul style="list-style-type: none"> Increase articulation agreements that will assist internationally trained immigrants (ITI) to obtain Canadian certification 	<ul style="list-style-type: none"> Articulation agreements increased

Goal 2: Student Success

Establish strategies to enhance student transition and increase retention

Initiatives	Measures of Success
<ul style="list-style-type: none"> Establish a Retention Framework and Retention Action Plan for the College 	<ul style="list-style-type: none"> Framework document and objectives developed; Retention Planning team and Action Plan established
<ul style="list-style-type: none"> Establish a college-wide plan to guide new students through pre- and post-admissions/first year processes and experiences 	<ul style="list-style-type: none"> Student Transitions Department formed; transitions/orientation plan developed and implementation started; service connections established
<ul style="list-style-type: none"> Expand transition and engagement activities and opportunities for students with disabilities 	<ul style="list-style-type: none"> S.T.A.R.T. program evaluated and modifications adopted; increased utilization of Bursary for Students with Disabilities
<ul style="list-style-type: none"> Review Student Relations Office operations 	<ul style="list-style-type: none"> Policies/procedures evaluated and appropriately resourced
<ul style="list-style-type: none"> Review the College's student recruitment operations and strategies 	<ul style="list-style-type: none"> Comprehensive college-wide recruitment plan and operation created and implemented
<ul style="list-style-type: none"> Expand service in Libraries for students requiring academic tutoring 	<ul style="list-style-type: none"> Availability of peer-assisted learning expanded
<ul style="list-style-type: none"> Strengthen academic advising 	<ul style="list-style-type: none"> Participate in Retention Plan teams; targeted intervention and advising strategies implemented
<ul style="list-style-type: none"> Implement revised English curriculum 	<ul style="list-style-type: none"> Implementation completed

Goal 3: Flexible Programming

Offer flexible programming, delivery and opportunities to meet student needs

Initiatives	Measures of Success
<ul style="list-style-type: none"> Continue development of multiple entry points and continuous intake to programs 	<ul style="list-style-type: none"> Flexible-entry programs developed for delivery starting in Fall 2009: Bookkeeping Certificate, Addiction Studies, Food Service Worker.
<ul style="list-style-type: none"> Develop multiple exit points for 	<ul style="list-style-type: none"> On-going in all schools

students from multi-year programs and articulations	
<ul style="list-style-type: none"> • Increase apprenticeship opportunities 	<ul style="list-style-type: none"> • New apprenticeship programs developed

Commitment #6:

Stand behind our promise to students

Goal 1: Quality of Student Academic Experience

Ensure that Centennial's academic programs and delivery provide students with an outstanding and rewarding experience

Initiatives	Measures of Success
<ul style="list-style-type: none"> • Enhance occupational relevance, quality, and accountability for student success of all programs through annual and comprehensive reviews 	<ul style="list-style-type: none"> • Reviews completed, new programs developed and approved
<ul style="list-style-type: none"> • PQAPA Taskforce to establish quality standards and program matrices 	<ul style="list-style-type: none"> • Standards and matrices developed and implemented
<ul style="list-style-type: none"> • Expand external accreditation of programs 	<ul style="list-style-type: none"> • 5 – 7 additional programs in School of Engineering Technology and Applied Science (SETAS) accredited
<ul style="list-style-type: none"> • Extend the installation of smart technology to additional classrooms 	<ul style="list-style-type: none"> • Smart technology installed in 15 additional classrooms
<ul style="list-style-type: none"> • Use KPI data to improve academic excellence and program delivery 	<ul style="list-style-type: none"> • Action plans created and implemented
<ul style="list-style-type: none"> • Work with key industry partners to identify new sites for program delivery 	<ul style="list-style-type: none"> • Strategic locations for aviation and digital animation programs identified

Goal 2: Quality of Student Experience

Ensure students' out-of-class experience is exceptional

Initiatives	Measures of Success
<ul style="list-style-type: none"> • Ensure a balance of academic and athletic success for Centennial athletes 	<ul style="list-style-type: none"> • Student Athletic Academic Success model launched
<ul style="list-style-type: none"> • Improve records and registration services to students 	<ul style="list-style-type: none"> • Communication plan established and back office operations refined and implemented
<ul style="list-style-type: none"> • Improve scheduling process 	<ul style="list-style-type: none"> • Physical audit plans developed and analyzed

<ul style="list-style-type: none"> Continue to improve facilities 	<ul style="list-style-type: none"> Athletics and Wellness Centre and Library and Academic Space construction started
<ul style="list-style-type: none"> Sustain and enrich library services and resources 	<ul style="list-style-type: none"> Selection of materials and services enriched
<ul style="list-style-type: none"> Develop a framework to improve e-learning opportunities for students 	<ul style="list-style-type: none"> Framework developed
<ul style="list-style-type: none"> Convert international student application process to e-format 	<ul style="list-style-type: none"> Application-to-registration process enhanced
<ul style="list-style-type: none"> Design quality control processes to evaluate and respond to service quality and delivery in all front line operations. 	<ul style="list-style-type: none"> Quality control processes implemented
<ul style="list-style-type: none"> Establish a means of collaboratively managing the new Athletics and Wellness Centre facility and related activities 	<ul style="list-style-type: none"> Athletics and Wellness Centre (AWC) Agreement with CCSAI and AWC Management Board established
<ul style="list-style-type: none"> Promote physical, mental, and emotional health and wellness for students 	<ul style="list-style-type: none"> Health and Wellness Plan and tool for assessing outcomes developed

Commitment #7:

Be one of Canada's best employers

Goal 1: Engaging and Inclusive Work Environment

Enable and challenge our employees to be their best

Initiatives	Measures of Success
<ul style="list-style-type: none"> Provide diverse professional development opportunities to support personal and professional growth 	<ul style="list-style-type: none"> Centre for Organizational Learning and Teaching (COLT) Learning Framework implemented; Applied Research and Innovation Fellowships increased by 10%; 2 new workshops for employees developed and conducted
<ul style="list-style-type: none"> Develop integrated Human Resources (HR) management systems to support the business of the College 	<ul style="list-style-type: none"> Policies, processes and tools used in recruitment are consistent with the GCE; visibility of Centennial in the labour market improved; comprehensive compensation review completed.
<ul style="list-style-type: none"> Improve ongoing HR communications 	<ul style="list-style-type: none"> Intranet-based source for HR information and an HR calendar of activities for employees implemented
<ul style="list-style-type: none"> Build leadership competencies 	<ul style="list-style-type: none"> Competency definitions and profiles for managerial roles developed and training

	conducted
<ul style="list-style-type: none"> • Increase Wellness and Health and Safety capacity 	<ul style="list-style-type: none"> • School/Department-specific Health and Safety Plans and Comprehensive Wellness Plan developed in two Schools
<ul style="list-style-type: none"> • Outreach to diverse communities in hiring process 	<ul style="list-style-type: none"> • Diversity recruitment and hiring data recorded and reported

Commitment #8:

Build the bottom line

Goal 1: Balance Budgets

Implement 2009–10 Operational and Capital budgets that support the new strategic plan objectives

Initiatives	Measures of Success
<ul style="list-style-type: none"> • Continue to grow in domestic, CE and international enrolments 	<ul style="list-style-type: none"> • Post-secondary domestic enrolments, CE and international enrolments increased, by 2.8 % in post-secondary; by 5.9%; in CE and by 9.5% in international
<ul style="list-style-type: none"> • Increase corporate training activities 	<ul style="list-style-type: none"> • Contribution from corporate training increased by 32%
<ul style="list-style-type: none"> • Continue to reduce total debt obligations to improve liquidity and reduce interest costs 	<ul style="list-style-type: none"> • Total debt of the college reduced from \$16.3 million to \$14.3 million

Goal 2 : Strategic Enrolment Growth

Increase enrolment to meet college business objectives

Initiatives	Measures of Success
<ul style="list-style-type: none"> • Develop a Strategic Enrolment Management Plan 	<ul style="list-style-type: none"> • Plan completed and implementation begun

Goal 3: Business Development

Continue to grow revenue-generating academic opportunities outside of traditionally funded activities

Initiatives	Measures of Success
<ul style="list-style-type: none"> • Establish one-stop-shopping strategy in the Employment Training Centre for Second Career (SC) and Ontario Skills Development (OSD) clients 	<ul style="list-style-type: none"> • Strategy implemented

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| <ul style="list-style-type: none"> Strengthen partnerships with MTCU, Job Connect and Action Centre | <ul style="list-style-type: none"> Number of grants with MTCU and other funders increased |
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Goal 4: Fundraising Capacity*Continue to build fundraising capacity*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Ensure growth of endowment fund 	<ul style="list-style-type: none"> Endowment fund increased by 15% to \$9.0 million
<ul style="list-style-type: none"> Identify key external relationships that will support the College's fundraising agenda 	<ul style="list-style-type: none"> External Relations Plan developed and implemented

Commitment #9:**Tell a great story****Goal 1: Brand Messaging***Ensure strong recognition of the College*

Initiatives	Measures of Success
<ul style="list-style-type: none"> Increase and expand overall brand communications through compelling messaging 	<ul style="list-style-type: none"> Increased visibility of the Centennial brand resulting in top-of-mind awareness and brand preference
<ul style="list-style-type: none"> Continue to create leading edge communications for the College and for individual Schools, programs, and service areas 	<ul style="list-style-type: none"> Communications developed and distributed
<ul style="list-style-type: none"> Encourage employee use of social media in communications with prospects and students 	<ul style="list-style-type: none"> Use of social media increased
<ul style="list-style-type: none"> Continue to enhance communication tools with employees 	<ul style="list-style-type: none"> Ongoing development of internal communication vehicles