



SHAPING OUR FUTURE

ANNUAL REPORT 2007-2008

The Path to Leadership

Inspired by a commitment to achievement through excellence in teaching and applied learning, we will set the benchmark to which all colleges will aspire and be recognized as a key resource in shaping the future of Toronto.

With this vibrant and dynamic drive, we will build a seamless bridge between students and employers as we develop workplace-ready graduates who will be their candidates of choice.

Energized by the principles of access and diversity, we will create a community grounded in mutual respect and accountability in everything we say and do.

GEORGE BROWN COLLEGE'S CORE VALUES

LEARNING COMMUNITY

We foster an environment of reciprocal dialogue to ensure learning, solve problems and strengthen the George Brown College community.

EXCELLENCE

We commit ourselves to delivering a "George Brown College standard" of quality and superior performance.

ACCOUNTABILITY

We hold ourselves responsible to ensure the future sustainability of George Brown College – academically and fiscally.

DIVERSITY AND RESPECT

We show mutual respect for each other within the community of George Brown College, including all of our stakeholders, in all our behaviour.



Anne Sado,
President,
George Brown College



Chris Boyle,
Chair,
Board of Governors, 2007-2008

Shaping Our Future

Wherever we turn, major change is upon us: in our cities, our industries and in the community. George Brown College is no exception. With the magnitude of growth currently underway, the spirit of excitement around the College is at an all time high. In 2007, George Brown celebrated the 40th anniversary of its founding. This year we enter our next 40 years with a renewed sense of pride and optimism. As we look ahead, the College, arm-in-arm with its industry and community partners, is on the cusp of major expansion – a great step forward offering extraordinary opportunities for students and employers.

There have been undeniable signposts pointing to this growth. Driven by increasing demand for its programs, George Brown College has nearly doubled in size since 2000. With a new campus scheduled to open in Fall 2011, we will expand the College's capacity again by nearly a third and play a central role in the revitalization of Toronto's waterfront. Expansion and renovation of new and existing buildings at the St. James campus, including the opening of The Chefs' House, the Chef School's new open concept restaurant on King Street, will bring even greater public exposure for George Brown and its future graduates.

While these developments are considerable on their own, the future has always been about much more than just physical expansion. George Brown has changed considerably in recent decades, becoming a valued partner with the industries and communities it supports. As a result we are able to offer programs that are highly relevant, adaptable and responsive to industry change. Entire courses are developed in cooperation with employers in order to address specific industry needs. The College is also pioneering the field of industry-focused applied research, an area with incredible potential for growth.

In 2007-2008, George Brown continued to lay the groundwork for the future. Along with expanding its number of students work placements, the College continued to build its case for support among industry employers by hosting several high profile guest speakers and industry events. New and innovative curricula has been implemented in several of George Brown's schools, solidifying the College's leadership position in key industry growth sectors such as health care and hospitality, as well as technology, construction and design.

What is most remarkable about this moment in our history is not how far we've come, but how much further we will go in the foreseeable future. With a strong legacy to draw from and the help of our partners, the potential for the future – of Ontario, its industries and communities – is immense. Now is the time for the industry and business leaders who are eager for new possibilities to join us in embracing that future.



A Bold Future Built on a Legacy of Achievement

George Brown College is one of Canada's largest and most highly respected colleges, serving a diverse and vibrant student body with a remarkably rich program mix of degrees, diplomas, certificates and apprenticeship training. The College currently has two main campuses in downtown Toronto – Casa Loma and St. James – and will soon be adding a third campus on the waterfront which will increase the College's overall footprint in the city by 40 per cent.

Since its founding four decades ago, the College has helped launch rewarding careers for thousands of people. Our student body – comprised of 20,200 full-time equivalent students, including 1,600 international students, and 60,000 continuing education registrants – is a true reflection of our diverse and multicultural city. The College's faculty and staff work closely with more than a thousand corporate and institutional partners connecting George Brown to the community it serves and helping ensure that it effectively meets the needs of both students and employers in the constant drive to produce the very best workplace-ready graduates.

In 2007-2008, the College made major strides in its effort to build on its core strengths, never losing sight of the important role it plays as an integral part of the economic, cultural and social fabric of Toronto.



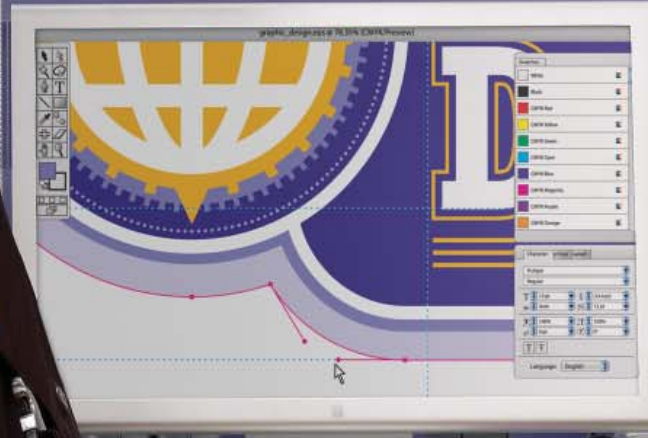
Speculative Drawing

WELLNESS BY THE WATER

George Brown's new state-of-the-art Health Sciences campus in the heart of Waterfront Toronto's East Bayfront development will be all about creating even greater potential for both the province's Health sector and for the City of Toronto. Aligned with HealthForce Ontario's Blueprint for Action on Interprofessional Care, the campus will enable the college to train more Health Science workers in response to critical skills shortages. Already among the province's largest nursing schools, this expansion will allow George Brown to train an additional 1,300 new nursing students by 2015, helping meet the government's commitment to hire 9,000 nurses and create nurse led clinics.

Building on the College's deep connections within the city, George Brown College's new campus is ultimately part of a larger story of growth and renewal for Toronto, its industries, and the community. As a key resident of the new development, George Brown will animate and energize the neighbourhood.

Expected to be completed by the Fall of 2011, the new George Brown site will sit lakeside on two blocks of land just south of its St. James campus on Queen's Quay between Lower Sherbourne and Lower Jarvis Streets. The two-building campus will face a park at the foot of Sherbourne Street to the East – currently slated for completion in 2010 – and the new Corus Entertainment building near Jarvis Street to the West. To accommodate the new development and activity in the area, the city plans to increase public transportation access east on Queen's Quay, a project set to coincide with the new campus' completion date in 2011.





Creating Possibilities, Together

INDUSTRY CONNECTEDNESS

Opportunities to shape the future on a large scale don't come about every day. Being in a position to successfully seize these opportunities is even rarer. This is why this present time is so special. With a forecasted shortage of more than 40,000 post-secondary education spaces in the GTA over the next two decades and numerous industries facing changes in the marketplace – including everything from growing sophistication of consumer tastes to shortages of skilled labour, George Brown is seeing opportunity and taking bold steps to help its industry partners grow and manage change well into the future.

As the educational leader in several of the province's key industry sectors, George Brown is working to create a future where businesses have the well-trained, highly-skilled employees they need to continue to meet their individual business goals. The College's large scale expansion, already well underway, will not only produce more workplace-ready graduates, but also dramatically increase its ability to provide relevant, up-to-date programming and curriculum. By focusing on growth and industry connections, George Brown is further strengthening its position as a valuable partner and driver of progress for industry.

Realizing the opportunity at hand, more and more industry partners are joining George Brown in creating possibilities for the future. Among the highlights of our industry partnerships in 2007-2008:

- HOSPITAL FOR SICK CHILDREN TRAINING.** George Brown's Centre for Health Sciences has partnered with Toronto's Hospital for Sick Children in a Pediatric Acute Care Cardiology program to provide registered health care professionals with the knowledge, skills and competencies to care for children and families with congenital and acquired heart disease. In the program, unique to Ontario, students actively integrate theoretical knowledge with observational and hands on practice in a variety of pediatric cardiac settings.
- CANUHOME.** The Institute without Boundaries, part of George Brown's School of Design launched its sustainable concept home called Canuhome at Toronto's Green Living Show. A universal, accessible and adaptable full sized home that offers improved indoor air and environment quality, a reduced ecological footprint through energy, water and resource efficiency and inherent affordability, the Canuhome lasts longer and is less costly to operate than a conventional house. Designed by George Brown students, its construction, development and exhibition was made possible through partnerships with Canada Mortgage and Housing Corporation, TD Canada Trust, the Forest Stewardship Council and numerous other industry partners.
- REX ONLINE RESOURCE.** To make it easier for its more than 450 industry partners engaged in more than 1000 student externships each year, the Centre for Hospitality and Culinary Arts (CHCA) developed REX – Recruitment, Externship and Career Support, an easy-to-use online tool where industry partners can manage CHCA student externships, book career and speaker presentations, request on-site recruitment seminars and provide students with valuable feedback.





Shaping the Future, One Graduate at a Time

EMPLOYERS: MAKING THE CASE FOR COLLEGE

It may come as a surprise to some that when it comes to postsecondary education, Ontario's college graduates are considered by 80 per cent of employers in the Greater Toronto Area to be equally or better prepared for work than university graduates, with 25 per cent saying college graduates are better prepared. Those same employers view George Brown College as producing the highest quality graduates of the five GTA colleges.

Source:
Northstar Research
Partners, June 20, 2008

STUDENT & GRADUATE SUCCESS

George Brown's future is inevitably linked to the future of each of its graduates. Their success, in turn, is most dependent on having the relevant skills and professional attitude to meet the needs of employers. In order to bring students and employers together and allow both to pursue their mutual goals, George Brown is always pushing the value of a college education toward the future.

As part of its overarching Academic Strategy, the College is focusing on equipping students with the skills employers tell us are most important. Soft skills such as communication and teamwork are being implemented across curricula. New programs are being designed with the direct input of industry to shorten the bridge between college and employment. And, as in the case of green business practices, entire divisions are adopting industry trends as their own.

All of this, coupled with an industry-connected faculty that includes dual professionals – highly skilled teachers who are recognized experts in their sectors – ensures that applied learning and hands-on experience are not only geared towards employers' current needs but their futures.

With greater growth will come greater value of a George Brown education for students, graduates and employers. Among the highlights of our efforts to build student success in 2007-2008:

- **GREATER INTERNATIONAL OPPORTUNITIES.** George Brown College continued to provide students with more opportunities to gain relevant and valuable international work experience through a number of new initiatives, including a hospitality externship/coop agreement with Bern Hotels & Resorts in Panama, and bilateral agreements with Guilin Institute of Tourism in China and with the University of Gastronomic Sciences in Italy.
- **LEADING THE FUTURE OF HEALTH CARE.** In 2007-2008, George Brown College continued to implement new courses in its Centre for Health Sciences based on interprofessional education – an interdisciplinary, team-based approach aligned with HealthForce Ontario's Blueprint for Action on Interprofessional Care.
- **EXPANDING EDUCATIONAL PATHWAYS.** George Brown demonstrated its ability to work with tertiary educational partners to offer students more pathways to pursue their educational goals, forming new agreements with Athabasca University in Child and Youth Worker and the University of the West Indies in Social Service Worker.
- **FIRST CLASS GRADUATION.** The versatility of a George Brown degree was demonstrated by the first graduating class of the Bachelor of Applied Business – Financial Services Degree, with graduates gaining employment in leading Chartered Accountant firms as well as entry into a fast-track university MBA program.
- **STUDENT AND GRADUATE RECOGNITION.** Two graduates – Elio Pacheco, President of Evian North America and Bonnie Stern, cookbook author and owner of the Bonnie Stern School of Cooking - received the coveted Premier's Award for their achievements, maintaining George Brown College's status as the Ontario college with the second highest number of Premier's Awards recipients. Also, George Brown Technology students won five medals at the annual Skills Ontario competition.
- **AWARD-WINNING FACULTY.** George Brown College professors were recognized in 2007-2008 through a number of awards, including the National Institute for Staff and Organizational Development's Teaching Excellence Awards and the Ontario Dental Hygienists' Association's Distinguished Service Award.





Building a Community of Shared Opportunity

SOCIAL RESPONSIBILITY

At George Brown, no vision for the future is complete without inclusion of the communities it serves. Because the province's future is dependent on the strength of not only its industries but also its communities, the aim of George Brown's growth includes empowering those beyond its classrooms and campuses to positively shape their futures.

The College's grassroots approach to building communities for the future has been steadily expanding over the years. Already, our outreach programs have brought the previously unimaginable dream of postsecondary education to many faced with insurmountable barriers. Its leadership in offering programs integrating new Canadians is also serving immediate needs in our communities as well as the future needs for our province's workforce. George Brown's pending growth will only bring about additional opportunities to strengthen the community and to realize its goal of becoming a key resource for GTA community agencies.

Every great change brings with it the chance to accomplish great things. George Brown is making the most of this opportunity. Among the highlights of its community accomplishments in 2007-2008:

- **ASSISTING NEW CANADIANS.** George Brown College played a lead role in successfully implementing the second phase of the Colleges Integrating Immigrants to Employment (CIITE) project, securing \$5 million to develop and test selected immigrant focused services in the college system. The College received the Toronto Region Immigrant Employment Council's (TRIEC) Influencer Award at the 2007 Immigrant Success Awards.
- **SUPPORTING SUCCESS FROM THE START.** The College completed a number of pilots under its Student Success strategies, providing critical supports aimed at ensuring a successful transition to postsecondary education for at-risk students.
- **REACHING OUT FOR OPPORTUNITY.** George Brown College's community services programming and outreach projects continued to expand, gaining funding for 10 new research projects in 2007-2008. In addition, the College furthered access to postsecondary education by implementing two dual credits and five articulation agreements with three GTA district school boards.
- **BROADENING THE IMPACT OF STUDENTS.** Students in George Brown's chapter of Advancing Canadian Entrepreneurship (ACE) – a program that allows students to develop their entrepreneurship skills while solving real-life, community-based problems – continued to excel in their second year, earning national awards for Student Leader of the Year as well as Most Improved Team.
- **UNITED WAY LEADER.** For the second year running, George Brown College's United Way campaign placed it as the United Way leader among all GTA colleges, earning the United Way Toronto's Spirit Award for the generosity of its staff and faculty.





Ensuring a Sustainable Future

FINANCIAL ACCOUNTABILITY

George Brown's potential relies on maximizing the use of scarce resources – a necessity in order to meet our objectives and effectively serve all our stakeholders.

In 2007-2008, George Brown College exceeded its overall enrolment targets and balanced its budget within the framework of a "balanced scorecard."

Among the highlights of achievements in financial viability in 2007-2008:

- **FUNDRAISING FOR THE FUTURE.** The George Brown College Foundation raised \$685,000 towards the Ontario Trust for Student Support program, which, with the Ontario government's matching contributions, increased endowments for students in need by a total of \$1.9 million.
- **MOST INTERNATIONAL OPPORTUNITIES.** George Brown College is one of two Ontario colleges qualified to receive the top tier amounts for Ontario International Education Opportunity Scholarships – last year the College more than quadrupled the number students who pursued international opportunities with funds from this scholarship, and is set to increase this number again in 2008-2009.
- **CANADA'S LARGEST DISTANCE LEARNING SCHOOL.** George Brown College's Centre for Continuous Learning led all other GTA colleges in growth, extending the College's brand to a larger audience. As the largest provider of distance education in Canada, George Brown College's distance education enrolment grew by 13% in 2007-2008, exceeding targeted growth.
- **APPLIED RESEARCH GROWTH.** The research capability of George Brown College's International and Applied Research Division increased dramatically in 2007-2008 with the College's acquiring of Natural Sciences and Engineering Research Council of Canada (NSERC) eligibility for funding. The College submitted 20 applied researching proposals, securing \$225,000 in funding, and an internal "venture fund" supporting 20 faculty projects leveraged more than \$300,000 in external funding.
- **MARKET LEADER.** George Brown's leadership among Ontario's colleges was evident in a 2008 Environics survey on postsecondary institutions in which George Brown College achieved the highest ranking in top of mind awareness among GTA colleges, and was considered best for delivery of job opportunities for graduates.

BUSINESS REPORT

TSX VENT
2451.07
▼ 5.62

RUS 2000
766.70
▲ 4.60

CDN \$(U.S.)
99.07
▼ 0.16

MARKETS TODAY

S&P MATERIALS	277.97	▲ 7.57
S&P Energy	646.67	▲ 9.67
S&P Financial	330.23	▼ 2.15
Crude Oil	131.03	▲ 2.18

S&P/TSX ▼277.97 FCP 7.08▲0.09 FDG.UZ 28.60▲35.67 FDJ 28.60

S&P 500 0.11 FII 34.13▲0.32 FISV 49.72▲1.1 FJR 78.13▼56.64 FK





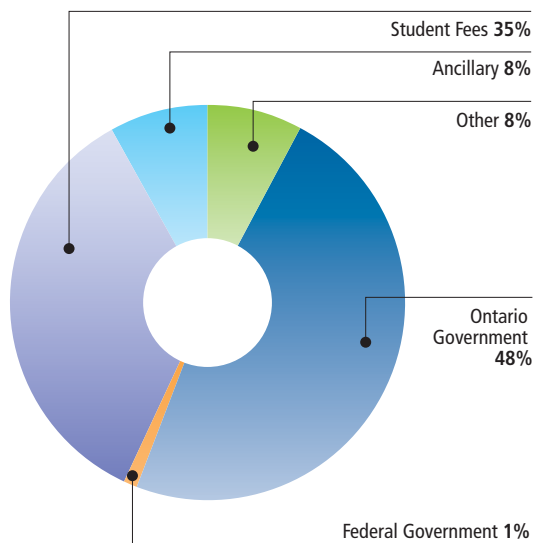
Financial Report

**BOARD OF GOVERNORS
2007-2008**

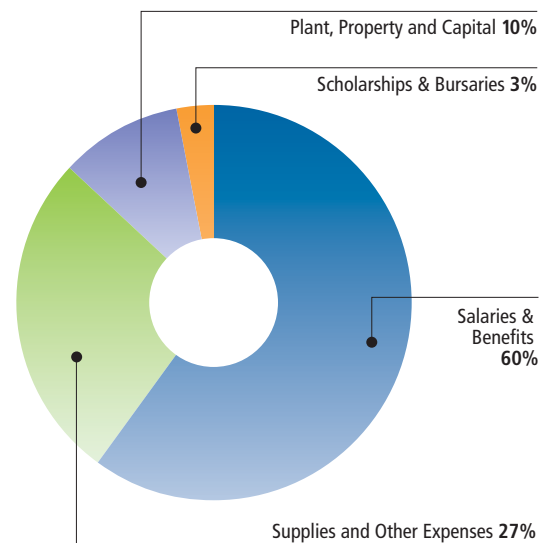
- Chris Boyle (Chair)
- Michael Eubanks
- Christopher Griffin
- Gordon Gow
- Marilou Martin
- Marjorie McColm
- Noella Milne (Vice-Chair)
- Lynn Nagle
- Maureen O'Halloran
- Christine Raissis
- Jan Rush
- Anne Sado
- Tom Tomassi
- Robert Wong

During the fiscal year 2007-2008, the College's total revenues, at \$224 million, were ahead of budget while expenditures tracked according to the budget plan thereby producing a positive operating financial result. The excess of revenue over expenditures largely reflected the provincial enrolment growth funding support to the in-year enrolment increase. The resultant financial stability of the College enabled us to provide academic and support services to our students and to continue to invest in the many strategic initiatives noted elsewhere in this report.

REVENUE BY SOURCE



OPERATING EXPENDITURES



Towards the Future

George Brown College has laid out ambitious goals for 2008-2009 that will continue to drive the College along The Path to Leadership and towards setting the benchmark to which all other colleges will aspire.

STUDENT SUCCESS

- Achieve year one milestones for the Academic Strategy 2008-11
- Continue focus on “continuous improvement” of KPI metrics
- Roll-out 3-year Student Success plan
- Achieve e-Learning Plan milestones including implementation of integrated testing and assessment of facility at St. James Campus
- Launch new Robotics Technician distance education program
- Finalize significant new articulation agreement to support student mobility and pathways
- Initiate planning and construction of Career Centre at St. James

FINANCIAL VIABILITY

- Meet budget targets
- Meet enrolment targets
- Increase distance education enrollment by 15%
- Maximize additional grants to support new initiatives
- Achieve fundraising targets with focus on Student Scholarships and awards and completion of \$5 million Hospitality Campaign
- Grow our international business partnerships in India and China

STAFF SUCCESS

- Improve overall employee satisfaction compared to 2006 survey
- Engage faculty, support staff and administrators in applied research activities
- Double investment in classroom equipment and supplies

PROCESS

- Implement next phase of Identity Management and Portal projects
- Continue implementation of process improvements linked to Academic Strategy

POSITIONING

- Open 215 King St./Chefs’ House as our new showcase for culinary education
- Complete renovation and expansion of 300 Adelaide St. E.
- Open new centre for School of Design, Institute Without Boundaries and Institute for Entrepreneurship and Community Innovation at 230 Richmond St. E.
- Consolidate role as system leader in immigrant education

OTHER

- Initiate detailed planning and implementation process for new campus at Toronto’s Waterfront
- Roll-out first phase of College’s Green Plan with focus on energy conservation, increased waste diversion and innovation
- Implement updated College Emergency Plan
- Finalize Master Space Plan

“Employers identify George Brown College as leading all GTA colleges in producing graduates with the key skills and abilities they seek.”

Source: Northstar Research Partners, June 20, 2008



Make it happen.

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www.georgebrown.ca

Inside Pages 100%  Post-Consumer Waste