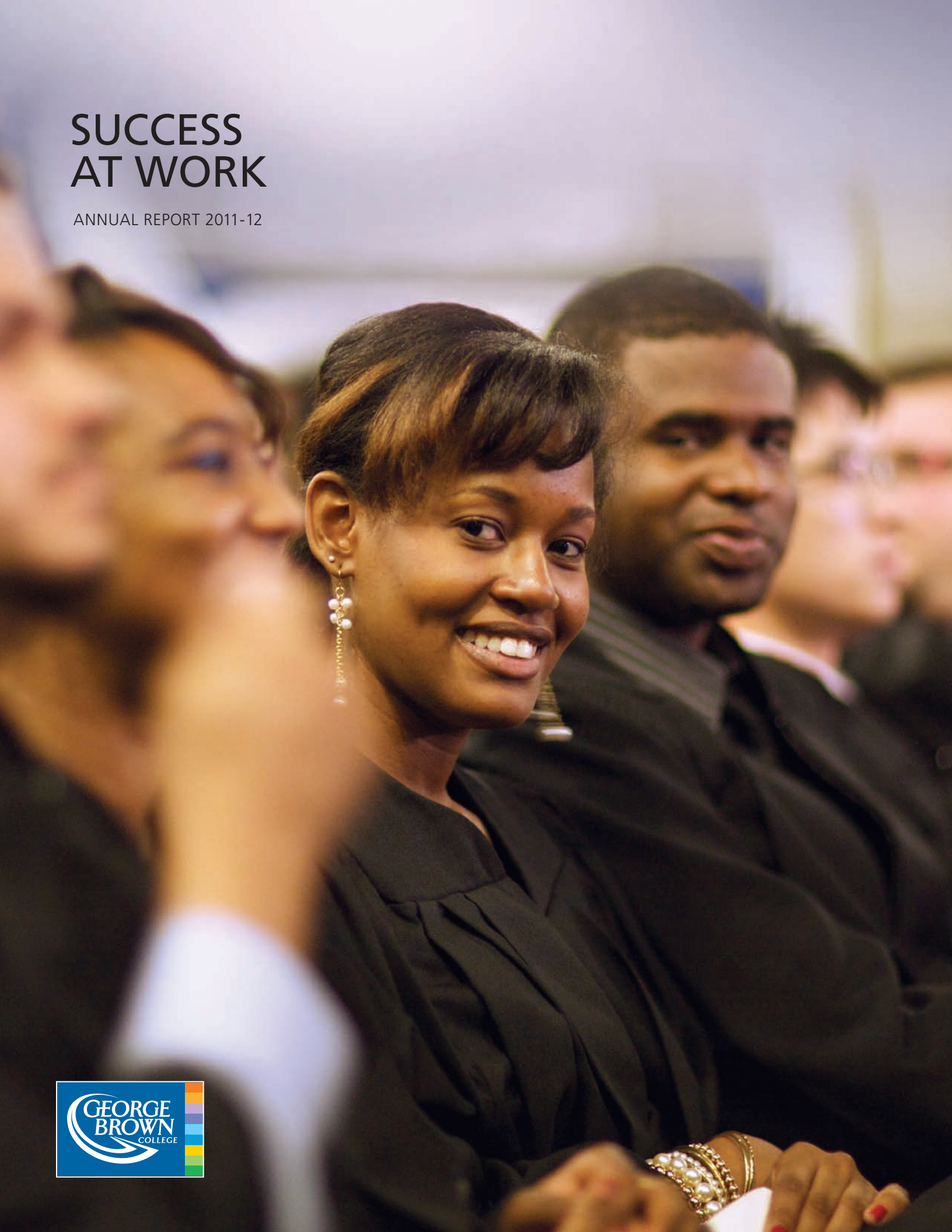


SUCCESS AT WORK

ANNUAL REPORT 2011-12





The truth is that there are two kinds of people.

Those who think about doing things and those who get things done. George Brown College exists for this second kind of person; those who know what they want.

They're people who want to make a difference in tangible ways. People who want to experience real achievement.

And they know that George Brown will make it happen for them.

Once they've been to George Brown they know they can do it, not only because they have seen the possibilities but because they have been given the means to achieve them.





TORONTO EVOLVES EVERY DAY



Eager newcomers arrive in our city with big ideas and the ambition to achieve them. The young and optimistic take their first step toward articulating their dreams. Survivors of the worst realize they deserve the best. They all share a common goal: to improve their lives and make an impact through their work. What do they need to realize that goal? A college education.

Of the students who intend to apply to college or university in 2012, 42% would choose George Brown College, more than any other GTA college.* Once they arrive, our purpose is to prepare them for the jobs they want, and also for the jobs that are in demand. Employers understand that hiring a George Brown graduate means getting the expertise they need – because they work with us to ensure we make it happen. This critical role developing the essential soft and hard skills for employment has earned us a central place in Toronto's economy. We are committed to staying current with employment demands as the city's population continues to grow.

We've spent the past year much like our students have, with our heads down, hard at work delivering on our priorities. Our core objective is to put the needs of current and future students first, get them to their goal and in the process, bolster the city's labour base with in-demand employees. To this end, we have emphasized growth in areas where the economy is also expanding. Having expanded our Centres for Hospitality & Culinary Arts in 2009 and Health Sciences in 2012, our focus will now turn to the Centres for Business, Design and Construction & Engineering Technologies.

Now more than ever we are relying on the support of donors – individuals and organizations who support our vision and mission. Colleges have traditionally received dramatically less public funding than universities, but in our current climate of government austerity, post-secondary education funding across the system has become essentially flat. This comes at a time when investment in learning to enable career opportunity is as critical to individual success as it is to our society. The George Brown College Foundation is leading a campaign that will meet student and employer demand and foster a renewed mobilization and financial commitment from Toronto's donor community. Meanwhile, college leaders will continue to focus on evolving according to the six key pillars laid out in our Strategy 2020 planning last year:

- > Prepare diverse learners for success
- > Invest in high-performing partnerships
- > Enable the innovation economy
- > Build a sustainable business model
- > Leverage state-of-the-art technology
- > Build a high-performing organization

We're proud of the progress we've made against our plan so far, but are anxious to carry on the work that's already in motion. Our new Waterfront Campus welcomes its first students in September and construction on many new facilities at our St. James Campus expansion is underway. We will expand to two new locations on King Street East this year and plans for our first residence in the Pan Am Games athletes' village are in place.

As we look back at the successes of the past year, we do so with the recognition that there are still many changes – known and unknown – in our future. And we look forward to seeing the continued success of our students and graduates at work. We can't wait to see what happens next.

Anne Sado, *President*

Chris Griffin, *Chair, Board of Governors*

*Non-Direct Prospects Report, May 2012

SERVING THE CITY AND ITS EMPLOYERS



Our students are our focus. They are as diverse as our city. They hit the ground running, touch your life and keep it moving. They are the heart of Toronto's workforce and the reason why it's important to contribute to education to make Toronto stronger. Not someday, but right here and now.

The shape of the workforce will evolve dramatically over the next 10 years, which means that Toronto's employers need our graduates more than ever. As the demand for workplace-ready employees grows, the college, too, must grow – a challenge during a time of fiscal restraint. George Brown is full to capacity – students are coming to us in numbers we simply can't accommodate. Meanwhile, employers are struggling to find the right skilled workers to fill roles that either didn't exist five years ago or are being vacated through retirement.

For the past three years, George Brown College has commissioned research studies that reveal the attitudes of Toronto employers and what they foresee for the city's economic future. Why do we do this? If our value to Toronto is to provide it with skilled graduates, then our greatest measure of success is our ability to meet the needs of those employers. The more we understand which attributes and skills they seek in their employees, the better prepared our graduates will be.

Learning by doing

The George Brown College applied approach to learning reflects our belief that one of the best ways to learn how to do a job is to actually do it. Our field education strategy calls for the growth of placement programs and hands-on education opportunities with key industry partners. George Brown graduates are known for having the mix of hard and soft skills employers are looking for, such as teamwork and oral communication.

Currently, 69% of our programs have a field education opportunity and our goal for next year is to raise that figure to 75%. By 2020, all George Brown College programs will have a field education component. We have increased placements in design and technology programs, expanded international opportunities and encouraged more interdisciplinary placements to allow students from different programs to learn together on the job.

"So much of our training in life teaches us to look out for our own personal and corporate interests and I think it takes extraordinary leadership to break out of that way of thinking. It's this instinct that George Brown College has – not to lose sight of their interests but to engage others in projects that actually serve a higher purpose. That is rare and I think it needs to be celebrated."

*Tim Jones
President & CEO Artscape
Arts and Design partner*

70%
*of employers say
that relevant work
experience through
field/co-op/internships
is an important skill
when hiring graduates.*

Northstar Research, GBC Employer
Tracking Research, May 2011



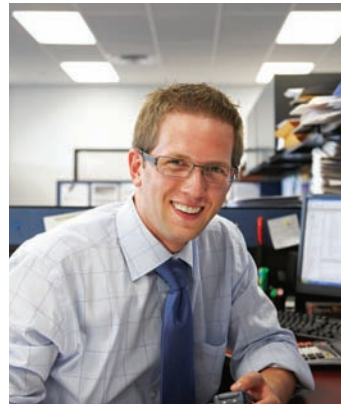
“For TD Waterhouse, the benefits of hiring George Brown students who are currently completing their studies are that they are learning how to apply theory and concepts in a work environment as well as prepare themselves to acquire industry credentials. Our part-time positions are a benefit for students, allowing them to integrate work into their studies and school schedules.”

*Larry Mullen, Senior Manager, Financial Planning Service and Support
TD Waterhouse Financial Planning*

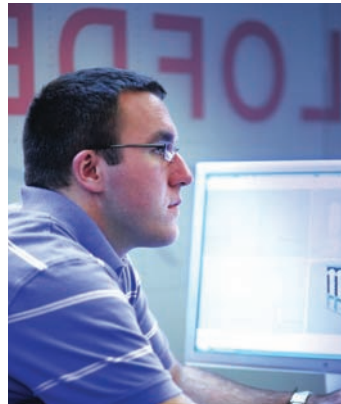
Programs that feed a need

Ontario will be short 190,000 skilled employees by 2020 and that shortage will quickly escalate to more than 360,000 by 2025 and more than 560,000 by 2030.* This year, almost 8,000 newly skilled workers graduated from George Brown.

*Ontario's Workforce Shortage Coalition



Business graduates are in high demand. The Centre for Business' School of Financial Services offers a four-year bachelor degree program, allowing students to acquire both a depth of theory and engage in hands-on learning through a co-op placement.



The George Brown School of Design became home to the city's first Digital Media and Gaming Incubator, which will drive further growth of the online gaming industry in Toronto and provide field education opportunities to game design students and space for innovators and creators to share ideas, develop projects and form long-lasting partnerships.



George Brown College is the only college in Ontario offering an American Sign Language-English Interpreter program and the only college in Canada offering an Intervenor for Deaf-Blind Persons program.



The Centre for Hospitality and Culinary Arts is one of the largest hospitality, tourism, and culinary schools in Canada. Culinary students work in some of the top restaurants in Toronto and Italy as part of the field placement program.

Members of the community

Education is just one of the ways George Brown College affects Toronto. Our St. James and Casa Loma Campuses bring vitality to their neighbourhoods. So much so that when city developers sought to revitalize two new waterfront communities they came to us to serve as their anchors. The presence of the college will help establish these communities and help them flourish both socially and economically. Our first student residence will be located in the West Don Lands community, housing 500 students when it opens in 2016. Our Waterfront location, our third and newest campus, is located in the East Bayfront neighbourhood at the foot of Sherbourne Street and will start welcoming almost 4,000 students and staff in September.

Our facilities will offer public access to a broad range of health care services including clinics that will offer lower cost health, dental and wellness services as well as amenities including healthy food services and a bookstore.

The addition of thousands of people to the new community requires better transit solutions and the college has been a vocal advocate, successfully bringing more service to the area. The Toronto Transit Commission has approved the extension of the bus route along Bay Street and increased its frequency; plans to increase the frequency of the Sherbourne Street bus and extensions of the Parliament Street bus are under review. These changes to transit service will impact not only George Brown staff and students, but the entire East Bayfront community.





GRADUATE SUCCESS AT WORK

Joel Bradshaw

Construction Science and Management, 2010

Prior to becoming a student at George Brown, Joel Bradshaw had already worked as a labourer in various trades from plumbing to renovations, but he envisioned doing more.

He chose the Construction Science and Management degree program because it provided him not only with the skills to know how a building is constructed, but also the skills to oversee complex crews of people and deal with any unforeseen issues that might arise.

Joel's third-year field placement was with Bird Construction. Before he even graduated, Bird offered Joel full-time, permanent employment working 30 hours a week while completing his fourth year, the most difficult year of his degree.

“You understand why things are done the way they are. The professors are qualified professionals, they’re engineers, they’re tradesmen. They’ve been everywhere and seen everything. All that I’ve learned still holds true to this day.”

See more at georgebrown.ca/joel_bradshaw_video/

KEEPING CURRICULUM CURRENT



Program advisory committees engage industry partners in the academic process, ensuring our students study curriculum that is reflective of industry trends.



- | | | | | | | | | |
|---|---|--|--|---|---|---|--|---|
| 3M Health Information Systems | Calphalon Culinary Center | Deep Foundations Contractors Inc. | Forest Hill Place | Infonaut | McCormick Rankin Corporation | Phillips Medical System, Canada | Salvation Army Meighen Manor | Toronto District School Board |
| A Lifetime Contractor Ltd. | Canadian Cancer Society | Delay Construction | Four Seasons Hotel | Intrepid | McKesson Information Systems | Picco Engineering | Sam Morgan Architect | Toronto Flight Kitchen |
| Above All Roofs | Canadian Healthcare Management Inc. | Delight Chocolates | Francesca Bakery | Invatron | MDI Solutions | PILLON ARCHITECT INC. | Scarborough Hospital | Toronto Separate School Board |
| Accel High Rise Construction | Canadian Hearing Society | Deloitte and Touche | Freeman + Freeman Design Inc. | ITT Residential & Commercial Water Canada | MediSolution Ltd. | Porter Airlines | Sentillion Inc. | Toronto Sun |
| ADG Heating & Air | Canadian Network Installations | Delta Hotels | G Adventures | J. Goulding Consultants Ltd. | Medshare | Praxia Information Intelligence Inc. | Sick Kids Foundation | Tourism Toronto |
| Adtek Building Consultants | Career Foundation | Dependable Mechanical Systems | Gap Wireless Inc. | Jackson and Associates Inc. | Memotext | Pre-Gel | Siemens | Tower Scaffolding Inc. |
| Aecon | Carillion Canada Inc. | Desini Fine Homes | GE Healthcare Canada/Health Information Management Systems | JADA Builders | MHPM Project Managers Inc. | Pride Toronto | Sierra Sytems | Tran Dieu & Associates Inc. |
| AGENDUM Inc. | Carrick Home Improvements | Dessert Trends | Genite Contracting Ltd. | JK Enterprise | Microsoft | Priestly Demolition | Signature Retirement Living | Tribute Communities |
| Airex Inc. | Carrier Mausoleums Construction | Dexter | Geo A. Kelson Company Ltd. | JMC Building Development Ltd. | Minden Gross | Prime Restaurant | Simple Bistro | Tridel/Deltera |
| Alberici Constructors Ltd. | Cassidy and Company | Digiflare Inc. | Golder & Associates | Johnson Paterson Inc. | Ministry of Foreign Affairs | Probuilt by Michael Upshall | Sircorp | Trump Tower |
| Alpenza General Contracting | Cawthra Gardens | Direct Energy Marketing Services | Govan Brown | JVS Toronto | Mistura Restaurant | Proctor and Gamble | Social Planning Toronto | Tucker HiRise |
| Alpha Omega Dental | Cayman Tourism | Dominus Construction Group | Grand River Hospital | Kenaidan Contracting | Modern Niagara Toronto Inc. | Ramsoft | Soho House | Tutti Matti Ristorante Toscano |
| Aramark Healthcare | CB Construction Services | Doug McClure Land | Granite Golf Club/CSCM | King Gas & Electrical | Monarch Homes | Realspace Management | Sorbara Development Group | Twin City Interloc |
| Asco Construction Ltd. | Centre for Addiction and Mental Health | Dragados Canada Inc. | Grano Ristorante | Kronos Canadian Systems Inc. | Monarch Mechanical Ltd. | Reed Construction Data | St. Joseph's Health Centre | University Health Network |
| Atlas Care | Cerner | Dream Builders | Great Gulf Group of Companies | Kultura | Mothercraft | Reena | St. Michael's Hospital | University of Toronto |
| Bakers Journal | CGI | Dufferin Construction | Greco Construction | Kylemoore Communities | Motivated Talent | Renaissance Construction Group | St. John's Rehabilitation Centre | Variety Village |
| Bakerstreet Bakery | Chamberlain Construction Services Ltd. | Dufferin-Peel Separate School Board | Griffin Centre | L'Unita | Mount Sinai Hospital | Renewed Computer Technology | Starwood | ViaFoura |
| Bar Salumi / Local Kitchen & Wine Bar | Charcoal Group | Duke of Devon | Halsall Associates | Lakeridge Health Corporation | Myhaven Homes Ltd. | Residential Council of Central Ontario - RESCON | Surrey Place Centre | Victoria Village Manor |
| Baxter | Chatelaine Magazine | Eastern Construction | Hamilton Health Sciences | Lappo Drywall | Native Canadian Centre | Reveray & Associates | Suzanne Kleiman | Viridis Archi-Tech |
| Beer Bistro | Cisco Systems Canada Co. | Easton Homes | Harbridge & Cross Limited | Le Royal Meridien King Edward | Native Child and Family Services | Revera | Techs4biz.com | VOX |
| BELL TIFF Lightbox | Citymark Construction & Drywall Ltd. | ECD Energy and Environment Canada Ltd. | Hatch Ltd. | Le Saffre Yeast | Native Women's Resource Centre | Risk Check Inc. | Techtrex | Watts Restaurants |
| Bering Mechanical Ltd. | Clinsaver Software Inc. | EDS Canada Inc. | Hay Healthcare Consulting Group | Leisureworld | Navantis Inc. | Ritz Carlton | TEK Systems | West Park Health Centre |
| BILD (Building Industry and Land Development Association) | CNIB | E-Health Lead (Durham Access to Care) | Hays Recruiting Experts | Liberty Development/Darcon Inc. | Niagara Food Specialties Inc. | River Builders Inc. | Telus | Wimcare, Wireless Interactive Medicine Inc. |
| Bird Construction | Compass Construction Resources | Electrovaya | Healthtech Inc. | Limen Group | Nishnawbe Homes | Robert B. Somerville | Terraprobe | Windsor Arms Hotel |
| Black & Veatch | Compucan Limited | Eleven Restaurant | Heritage Construction Group | Lionhead Golf Club | OISE | Rochon Building Corporation | Terrasan Environmental | Woodgreen |
| Black and McDonald | Concept Project and Consultancy Services | EllisDon | HOK Architects | LKM Consulting Engineers | Oliver Bonacini Restaurants | Rogers Wireless Inc. | The Martini Club | WWG Totaline |
| Bob Rumball | Connect Worldwide | Emerald Health Information Systems | Holland Bloonview Kids Rehab Hospital | Long-Term Care Homes and Services | On the Move Catering | Romagna Mia | The Regional Municipality of York | XWAVE |
| Bondfield Construction Company Ltd. | Copernicus Lodge | EMIS | Holt Renfrew | Loyalty One/CITC | Ontario Federation of Indian Friendship Centres | Rose Reisman | The Toronto Hunt Club | York Central Hospital |
| Bothwell-Accurate | Coppercreek Golf Club | Empire Communities | HRG North America | Mad Maple Farm & B&B | Ontario Road Builders' Association | Rosewater Supper Club | The Wellington | York University |
| Bousada - The Art of Flooring | Courtyard Group Ltd. | Epik Networks | Humber River Regional Hospital | Malena | Optimus Tech Solutions | Ross Clair Contractors | Thiinc Logistics Inc. | York-Med Systems Inc. |
| Bregman and Hammann Architects | Credit Valley Hospital | ESTO Gas Services | Hylan Group Inc. | Maple Leaf Sports & Entertainment | OTMPC | Rouge Valley Health System | ToddGlen | Yours Truly Restaurant |
| Bridgepoint Health | Crescendo | EXP | IBM Canada Ltd. | Maple Reinders Construction | Pangea Restaurant | Royal Home Improvements | Tony Battista Paving | Zucca Ristorante |
| Broadband Technology | CS&P Architects Inc. | Fairside Homes and Renovations Ltd. | Imago Restaurants Inc. | Maracon | Park Hyatt | Rutherford Contracting | Toronto Central CCAC | |
| Building & Concrete Restoration Association of Ontario | Dalrose Country Homes | Flight Centre | Imran Bacchus Consulting | Marble Inn | Parks and Recreation Ontario | Rx Canada | Toronto Construction Association (TCA) | |
| Buttcon Limited | Danforth Collegiate & Technical Institute | Flynn Canada Ltd. | Indian Line Septic Systems | Markham Stouffville Hospital | PCL Construction | Ryerson University | | |
| | Darcon Inc. Construction Management | Foreec | | Mattamy Homes Limited | Peel District School Board | Salvation Army | | |

MISSION AND VALUES



The Path to Leadership

Inspired by a commitment to achievement through excellence in teaching, applied learning and innovation:

- > We will set the benchmark to which all colleges will aspire, and be recognized as a key resource in shaping the future of Toronto as a leading global city.
- > We will build a seamless bridge between learners and employment as we develop dynamic programs and workplace-ready graduates who will be the candidates of choice for employers.
- > We will create a community of life-long learners, grounded in the principles of access, diversity, mutual respect and accountability.

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 the college, academically and fiscally.

Diversity and Respect

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



A FIRST FOR GEORGE BROWN COLLEGE

Sally Horsfall Eaton Chancellor

A significant addition was made to the George Brown College community this past spring as our newly appointed Chancellor, Sally Horsfall Eaton, was installed and conferred diplomas, degrees and certificates on our students for the first time. George Brown is the first Ontario college to appoint a Chancellor, a role traditionally found only at the university level.

Before assembled community and college leaders at the installation ceremony, Ms Horsfall Eaton pledged to "promote the college's welfare and defend its interests" and was robed with an academic gown by former Toronto Mayor and Ryerson University Chancellor Emeritus David Crombie and University of Toronto Chancellor Emeritus Rose Wolfe.

Ms Horsfall Eaton will play a key role throughout the school year, representing the college at public events and working closely with president Anne Sado, our board of governors and our senior leadership to help us expand our visibility and deepen our reputation.

Helping people and developing communities has been a thread that has run through her professional and volunteer roles. Among her many contributions to the non-profit sector, Ms Horsfall Eaton chaired the Advisory Board on the Voluntary Sector for the Premier's Office in Ontario and is Honorary Colonel 32 Signal Regiment, Member of National Honorary Colonels Executive Council. She was also the founding executive director of the Trillium Foundation and has been awarded with the Outstanding Volunteer Award and the Canadian Forces Decoration.



"George Brown is, and will always be, a college that is pre-eminently practical. The college has always answered the questions: How do things work? How should they be done? But most importantly, it has also asked the more challenging questions: How can it be done better? How can it be done smarter? And how can we work together to achieve our goals?"

Sally Horsfall Eaton

George Brown College's new
Waterfront Campus

84% of Toronto employers
say that the revitalization of the city's
Waterfront area is an issue that needs
to be addressed in order to improve
Toronto over the next 10 years.

Toronto Next Research Report, 2010



EDUCATING THE NEXT GENERATION OF INDUSTRY LEADERS



Addressing Canada's innovation and productivity deficit

Canada's innovation deficit is well documented. While there have been numerous studies and prescriptions for stimulating it, the most common recommendation is the need for industry to increase investment in Research and Development. Canada is near the top of the OECD for public sector R&D funding, but near the bottom for private sector R&D. This imbalance is a key reason Canada lags in experiencing the financial impacts of knowledge acquisition, simply because that knowledge has not been applied to the fullest.

Employers rank George Brown College students higher than all GTA college students in many of the soft skills that feed innovation including teamwork, productivity, communication and customer service.* We recently received \$6.5 million from federal granting agencies to work with industry on helping businesses see their ideas designed, tested and brought to market.

*GTA Employer Tracking, Northstar Research, 2010

Investing in the future of innovation

This year, the federal budget stressed the importance of business-led innovation, promising to invest \$1.1 billion over the next five years to directly support R&D, including a \$500 million venture capital fund for business-led research and an additional \$37 million in funding towards industry-academic research partnerships.

As the government moves toward more provincially-regulated environmental initiatives regarding new construction, the college is adapting to accommodate what is guaranteed to be a booming industry. Among our commitments is investment in new facilities and infrastructure focusing on environmental and sustainable building practices at the Casa Loma Campus. New shops and labs will create applied research opportunities within the Centre for Construction & Engineering Technologies. This will help us expand our work with industry partners in the construction and green building sectors.



"Baycrest is delighted with the special partnership that has developed with George Brown College. We are happy to provide onsite rotations for students from several new disciplines. Advancing inter-professional education and care is critically important for both organizations and our partnership is helping to enhance this training with a special focus on care of older adults."

David Conn, Vice President of Education and Director of the Centre for Education and Knowledge Exchange in Aging at Baycrest

PARTNER AND GRADUATE SUCCESS AT WORK

Research Partner: Infonaut

Product:
'Hospital Watch Live' disease surveillance solution

When SARS broke out in Toronto in 2003, Infonaut partners Niall Wallace (CEO) and Matt McPherson (COO) thought that there must be a way to help public health and hospitals control and prevent the spread of infectious diseases through real-time surveillance and vigilance.

Infonaut collaborated with students from the George Brown Nursing School Simulated Practice Centre and the Mechanical Engineering Design and Information Systems Business Analyst programs. Together, they developed prototypes, tested working models and approached the University Health Network (UHN) as a potential partner.

In February 2012, Infonaut signed a contract with the UHN to complete final stage commercialization trials, where 'Hospital Watch Live' is installed and supporting research within the multi-organ transplant program of Toronto General Hospital.

"The teachers and curriculum provided the experiences and knowledge to prepare me for the demands of industry. The program featured techniques and practices that I'm now using at my job."

Timur Sharaftinov
Information Systems Business Analyst, 2012

Hired by Infonaut in February to work on the development of 'Hospital Watch Live'



PROVIDING STUDENTS WITH THE TOOLS THEY NEED TO SUCCEED



Diverse students with a common goal

We are committed to academic excellence, because George Brown students are on a path to real achievement; real, in that it's tangible and personal to each student's experience and because it evolves with the changing needs of the workplace. The majority of our students want George Brown to help them find what can sometimes seem like an elusive link between opportunity and skills in the form of the job they want most. We're here to do whatever we can to help each graduate, benefiting not only them, but also their future employers.



Flexible learning opportunities

The traditional classroom simply doesn't work for everyone and so we offer a range of ways to teach and learn that aren't dependent upon time and location. In the past year, we developed online delivery of 14 courses in Human Resources, Accounting, Project Management, Food Theory and Mathematics as a pilot project to determine interest and gauge enrolment. Our plan is to expand until every program at the college includes an online delivery component.

A George Brown College mobile learning strategy has also begun to take shape. It will provide students with new ways to communicate with each other and collaborate with faculty, as well as provide remote access to course materials. The goal is to offer education that is accessible and available, whenever our students need it.

GRADUATE SUCCESS AT WORK

Keli Schmidt

Fashion Techniques and Design, 2006

Keli Schmidt was given a needle and thread when she was three years old and learned how to make clothes when she was eight. A natural at sewing, Keli chose George Brown's Fashion Techniques & Design program for its practical approach, which she felt was important for preparing her to get a job in the industry. Keli notes that faculty often went the extra mile for her – she even got her first job through a connection from one of her teachers. Keli still uses all the skills she learned at George Brown in her own collection, *cassada*, which is currently in stores across Canada.

"The lessons I learned and the little tricks that teachers taught us are still very applicable. Anything I want, I can make."

See more at georgebrown.ca/keli_schmidt_video/



What George Brown students have to say:

From Student Engagement Survey

89%

I am motivated to succeed at George Brown College.

87%

I enjoy taking my program at George Brown College.

89%

I am satisfied with my teachers' knowledge of subjects.



GRADUATE SUCCESS AT WORK

Rui Oliveira

Pre-Community Services, 2012

Valedictorian, Centre for Preparatory & Liberal Studies and Community Services & Early Childhood

Rui Oliveira moved to Canada in his early 20s with \$80 in his pocket, basic English skills and the dream of someday finishing his education. When he was forced to take time off due to a work-related accident, he felt lost and unsure of his future. But then Rui walked into George Brown College and his new journey began. "The very first day I walked in to do my college upgrading, I saw myself as an adult with limited skills who had never completed high school," he says. "When I walked out that day, I was a mature student full of hope and the realization that I indeed had many skills. Today, I am a proud college graduate with a future ahead of me." Rui was honoured to be chosen to give the valedictory speech at the graduation ceremonies for the Centres for Preparatory & Liberal Studies and Community Services & Early Childhood.

"It is the personal journey of each one of us in the pursuit of education that makes graduation a special and memorable day in our lives. For all of us, this graduation is the culmination of hard work. For some, it is a huge step towards a bigger goal. For me, this graduation is a dream come true. A dream that not so long ago I was ready to give up, until I walked into George Brown College and realized it was still possible."

HELPING STUDENTS IMPROVE THEIR LIVES, AT ANY STAGE



Financial aid

The hardest part of making a change in your life is not the decision itself but pushing through the barriers that stand in your way. More than half of George Brown students require financial aid in order to start or complete their education, and the Ontario Student Assistance Program cannot cover them all.

For mature students, the decision to attend or return to college can be even more difficult because they may have to give up a steady income – which could be the only source of income supporting their family. For others, it takes tremendous courage to break free from the effects of poverty or personal tragedy. The Student Award Program, funded by the George Brown College Foundation through the generosity of its donors, gave 928 students the chance to gain the tools and skills they need to become productive, fulfilled members of the workforce.



Top 5 barriers to attending college for prospective students:

Cost of a college education
38%

Balancing school and family
27%

Overall time commitment
24%

Not enough financial aid available
24%

Can't quit job and/or reduce hours/income
23%

Northstar and George Brown College Non-Direct Prospective Student Research, May 2012



“The Dental Implantology Award I received means the world to me. School is expensive and every dollar helps lessen the burden. Thank you!”

Michelle Gimena, Denturism, 2012





STUDENT SUCCESS AT WORK

Rachel Preston

Sport and Event Marketing
(Post-Graduate)

While pursuing her undergraduate degree, Rachel Preston took a part-time job organizing sporting events and was immediately hooked. She knew this was exactly what she wanted to do – the only question was how. After graduation, she needed more specific training to fulfill her career aspirations. That's when she found the post-graduate Sport and Event Marketing program and knew it was a perfect fit.

Like many students, Rachel faced an uphill financial battle. Luckily, with assistance from generous donors, Rachel won the prestigious George Brown College Alumni Entrance Scholarship for Student Excellence, a merit-based scholarship that rewards high-performing students with a record of outstanding academic and personal achievements. Now her focus is squarely on studying for a career in the sports marketing industry, making her dream a reality.

“George Brown helped me get a great internship in sports marketing, and my scholarship allowed me to focus on work instead of my bank statement. It made a huge difference in my life.”

ATTRACTING AND RETAINING TOP TALENT



Nurturing success

We are proud to be recognized for our positive and supportive work environment. One of the tenets of our strategy 2020 is a continued effort to build a high-performing organization at every level by bringing in industry leaders and award-winners. Their experience, combined with the college's perpetual examination of curriculum across all programs, brings a high level of expertise and hands-on learning to our students.

But it's not enough to attract talent; keeping them engaged, curious and excited to be a part of the team is our number one goal. Benefits such as our significant investment in tuition reimbursement programs, professional development practices and our leadership in diversity and accessibility distinguish us from other GTA colleges. When 83% of George Brown employees say they're proud to work here and 98% feel it's an essential part of their jobs to provide great service to our students, it's a testament to our positive work environment. As the college grows, we look forward to welcoming talented new members to the team.

George Brown College is the only Canadian college to have been named all of the following: one of the GTA's Top 100 Employers (four times 2009-12), one of Canada's Top 100 Employers for 2011, one of the Best Diversity Employers and one of the Top 25 Family Friendly Employers.

Canada's Top Employers 2012, Mediacorp Canada Inc.



James Simon

Professor, George Brown School of Performing Arts

James boasts a long list of directorial successes throughout his 25-year career. He has been instrumental in growing and developing the theatre school, through which virtually all graduates secure acting work upon graduation.

James helped coordinate the relocation of the theatre school to Toronto's Distillery District where students have direct access to numerous senior artists working alongside them in the state-of-the-art Young Centre for the Performing Arts, a satellite location co-owned by George Brown College and Soulpepper Theatre Company.

He encourages his students to move well beyond their comfort zones and learn from their mistakes as they prepare for the real world of acting through classes that are full of energy, humour and passion.

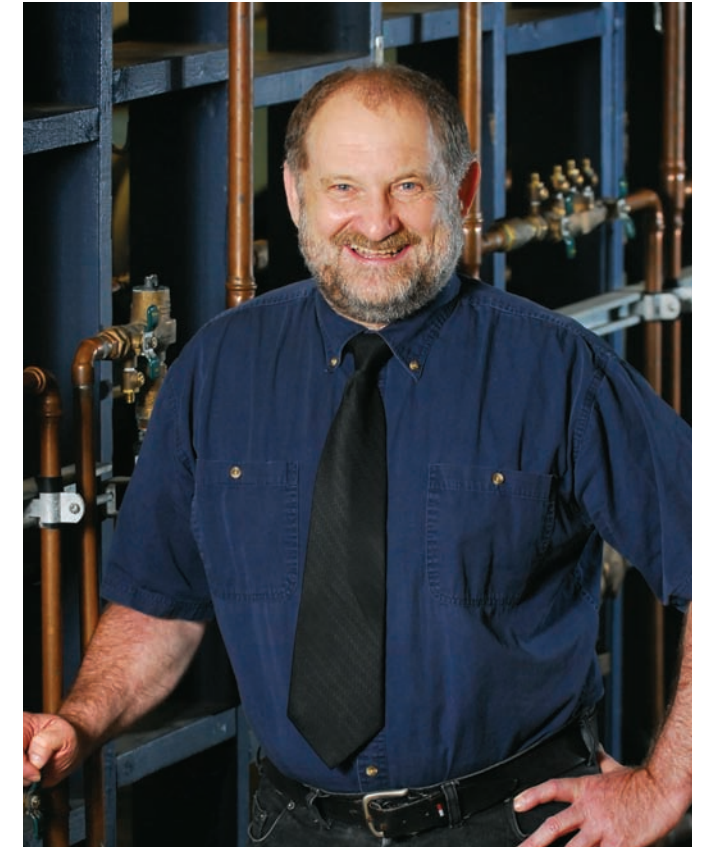


Donna Lee

Professor, George Brown School of Hospitality & Tourism Management

An eternal learner and natural marketer, Donna's hospitality and tourism classes are about learning great customer service through case studies, connecting with industry and the art of networking. Students experience everything from visiting private clubs to working in a live restaurant to meeting top executives from the country's leading airlines, restaurants, hotels, tour operators and spas in order to develop critical thinking skills in a bona fide setting.

Donna believes each individual has strengths that can shine if encouraged. She takes it upon herself to serve as a mentor to ambitious students, while serving as a champion of diversity.



Rolf Priesnitz

Director, Apprenticeship Programs

As Director of Apprenticeship Programs, Rolf ensures that those who are already employed in a trade have the opportunity to gain the in-school training necessary to complete their apprenticeship. This provides critical schooling to those who seek careers as everything from assistant cooks and bakers to educational assistants, plumbers and carpenters.

In addition, Rolf has been instrumental in the development of co-apprenticeship programs, which allow students enrolled in a two-year college program to do the in-school training for their apprenticeship concurrently with their diploma. He has championed applied learning at the college, and played a key role in acquiring \$8 million in funding from the Ministry of Education to put toward apprenticeship and co-apprenticeship programs.

EXPANDING WITH THE CITY



George Brown College is expanding to accommodate more students as workforce demands continue to grow. These changes will add more than 500,000 sq.ft. to our campuses in 2012-13 and create approximately 5,000 spaces for students over the next two years.



First student residence - exterior

First student residence to open in 2016

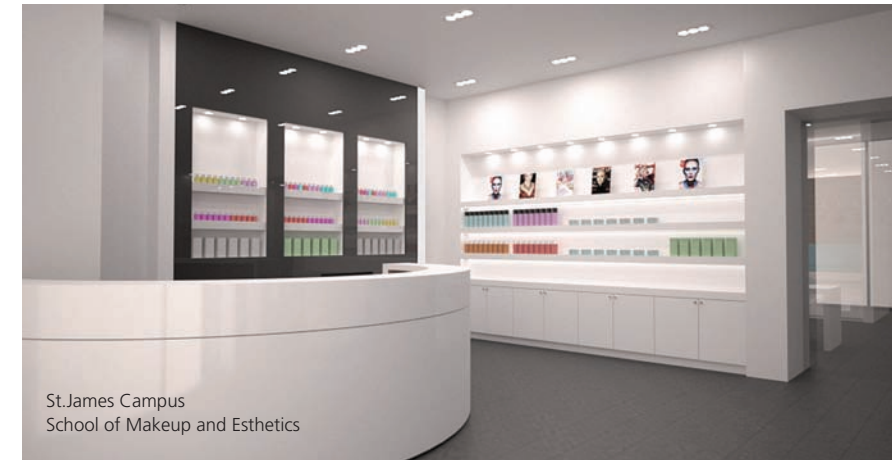
Student satisfaction is one area where we're always focused on improvement. For many years, a common question has been: "When will you offer a student residence?" We are excited to now be able to provide a firm answer: fall 2016.

Our new 175,000 sq. ft. co-ed residence will be built at the northeast corner of Front Street East and Cherry Street, after its initial use as an athletes' residence during the 2015 Pan Am and Para Pan Am Games. We will convert one of the residences to a 500-bed student facility, linked with a new YMCA location complete with a gym, fitness facilities and swimming pool.

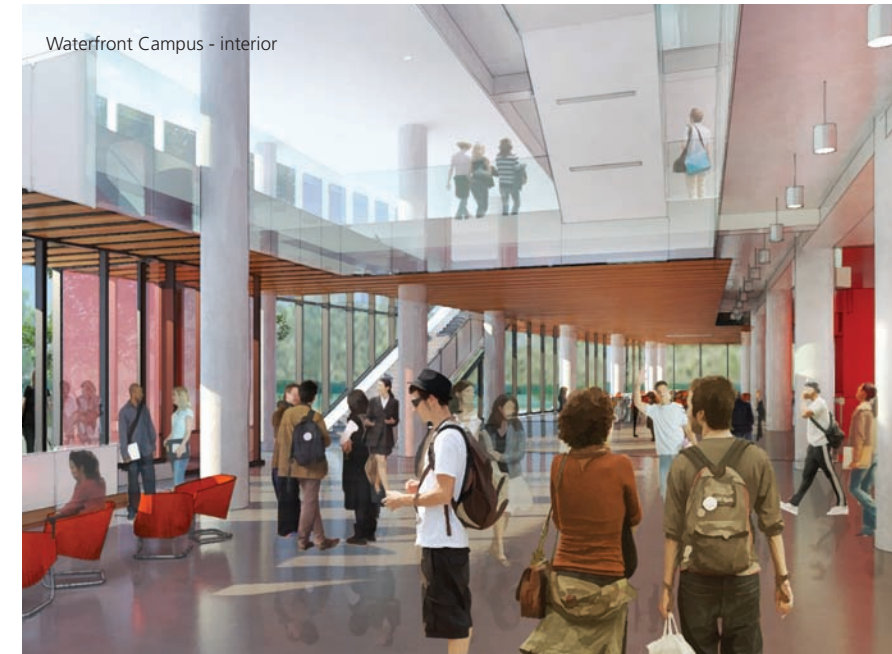
Waterfront Campus

The new 380,000 sq. ft. Waterfront Campus, opening in fall 2012, will provide space for up to 4,000 students. It will be the new home of our Centre for Health Sciences, bringing the Schools of Dental Health, Nursing, Health and Wellness, and Health Services Management together in one facility for the first time.

The state-of-the-art health sciences education facility will feature formal and informal learning spaces, modern labs and equipment, a simulated practice centre for the School of Nursing and WAVE (Wellness, Applied Research and Visionary Education) clinics that include: Dental, Hearing, and Health Promotion.



St. James Campus
School of Makeup and Esthetics



Waterfront Campus - interior

St. James Campus

Our St. James Campus is also expanding, adding 100,000 sq. ft. of space at 341 King Street East for the expansion of the English as a Second Language program by 250 for a total of more than 1,000 students.

Also relocated to 341 King Street East, the School of Design's Game Design, Game Development and Advanced Digital Design programs have increased from 250 to 400 students. The new space allows for the creation of a specialized digital sandbox with motion capture and 3D scanners as well as an incubator for emerging game industry companies.

Starting this year, the School of Makeup and Esthetics will have a permanent home in a new building at 193 King Street East after outgrowing its space in Yorkville. The new facility will allow for increased enrolment as well as the opportunity to create new courses in special effects makeup and spa management.



Casa Loma Campus - exterior

Casa Loma Campus

The population of the GTA is expected to grow 22% in the next 25 years, feeding the demand for green homes. Renewal of the Casa Loma Campus will allow the Centre for Construction & Engineering Technologies (CCET) to expand curriculum, strengthening our ability to educate and conduct research on green building practices. The renovations will accommodate 1,400 more CCET students, increasing available enrolment from 2,500 to 3,900 by 2013-14.

The Casa Loma Campus will soon be home to a green homes incubator where students, faculty and industry leaders can focus on sustainable and environmental construction. New facilities such as a green learning roof, materials testing labs and wind turbines will allow students the hands-on learning experience they come to expect from George Brown College.

MESSAGE FROM THE FOUNDATION



The George Brown College Foundation exists to support our students financially throughout their college journey. Approximately half of our student body needs financial support. The college is beyond capacity. Toronto's employers need skilled workers in key areas. The need is great.

To support the college's \$250 million expansion vision, the Foundation has been cultivating private donors as the first step in an ambitious, multi-year expansion campaign. Early results are positive. Our supporters see the value of a George Brown education and the ripple effect it has on our communities and our city. Last year we were fortunate to receive several generous donations towards the campaign from our friends and corporate partners.

Supporting a George Brown student creates positive, tangible change in our society. A student becomes a workplace-ready graduate. An employer fills a critical need. A family moves up the socio-economic ladder. An individual develops confidence, skills and knowledge that will last a lifetime. That's what we work towards each and every day. *That's the George Brown effect.*



Graeme Page, *President*
George Brown College
Foundation



Doug Turnbull, *Chair*
George Brown College
Foundation



INTRODUCING NEW SUPPORTERS

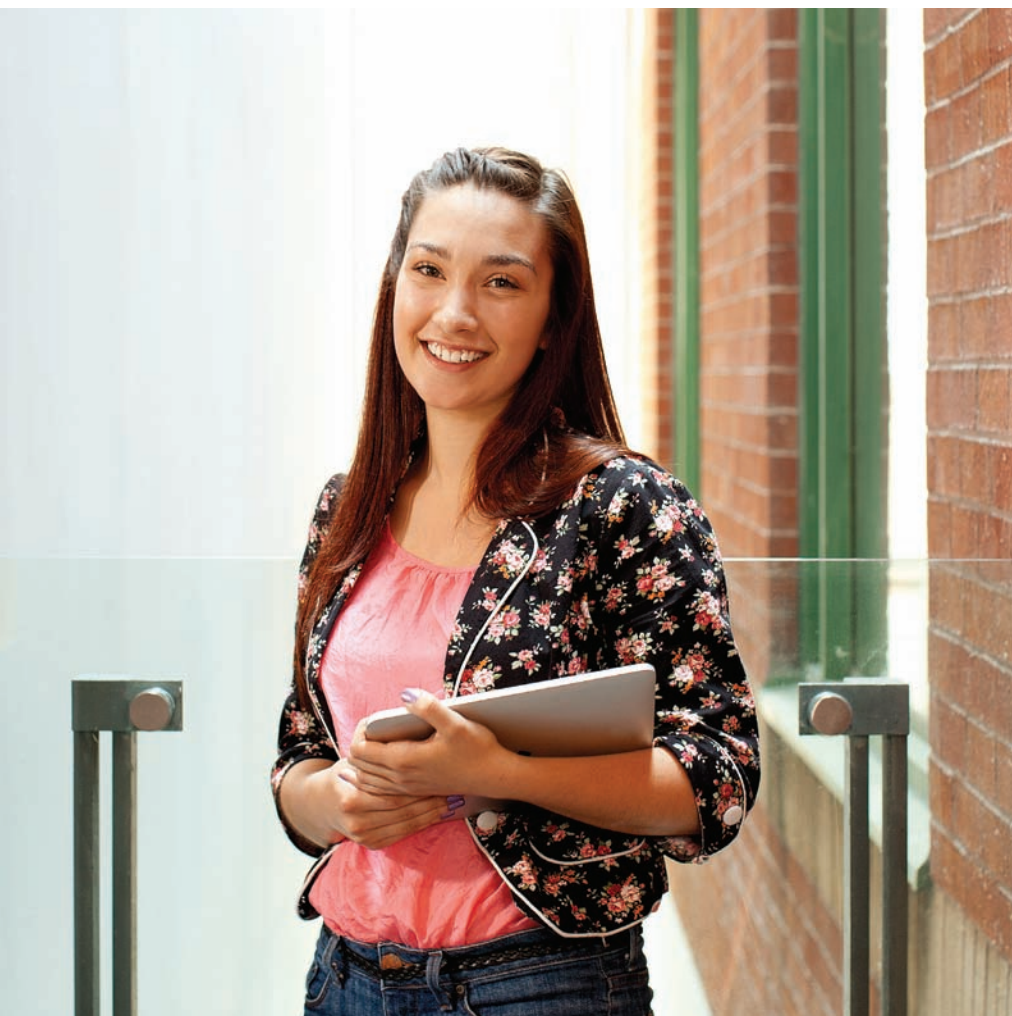
Paul and Gerri Charette

Paul Charette knows firsthand the powerful effect a donation can have on a future career. When Paul received a \$200 bursary as a young man in Winnipeg, he decided to put it towards a college education, a decision that set him on a successful path and gave him the education he needed to become an accomplished businessman. Paul worked his way up the ladder at Bird Construction, starting as project coordinator in 1976 and retiring as president and CEO in 1998. In 2001 he became Chair of the Board.

Paul credits the generosity of others for allowing him to obtain his education and believes that investing in a student can make a real change in someone's life. He and his wife Gerri are two of the newest friends of the George Brown College Foundation and their contribution of \$100,000 to an endowment fund will help countless students for years to come.

"I feel very strongly that we all need to give back to society and provide similar opportunities for our young adults who may not otherwise be able to further their education."





73%
*of prospective students
 feel that graduating
 from college will have
 a significant positive
 impact on their lives*

63%
*of prospective students
 anticipate requiring
 financial aid*

Non-Direct Prospects Report, May 2012

Making your donations work, here and now

There has been a shift in emphasis lately as many of our donors have decided to make their awards expendable, meaning that while the Foundation is still committed to building endowments, many donors want their money put to work immediately. They're asking us not to dispense their funds over the long term, but rather to make sure that everything they donate in that year be directed immediately to students in need. These donations create cash bursaries and scholarships to provide students with immediate assistance. When added to the amounts generated by traditional endowments, we have been able to disburse close to \$500,000 this year. For some students, these gifts make the difference between being able to start or continue their George Brown education or having to indefinitely postpone their studies.

We are able to be flexible and show our donors that we can adapt to their needs. But we also don't want to overlook the importance of long term funding – it is what will fuel our promise to support the college's \$250 million expansion vision.

*The balance held in
 endowed funds by the
 George Brown College
 Foundation reached
 \$20 million by the end
 of the 2011-12 fiscal
 year, an increase of
 43% in just two years.*



GRADUATE SUCCESS AT WORK

Francis Atta

Child and Youth Worker, 2012

This year, Ghana-born Francis Atta became the youngest person to win a Top 25 Canadian Immigrants award.

After a knee injury sidelined his dreams of playing post-secondary basketball, Francis became involved with the wrong crowd in his Jane and Finch neighbourhood. Determined to turn his life around, he committed to making a positive impact and went on to win a George Brown bursary. His education gave him the skills he needed to help other young people who struggle to find their way.

Francis is now a child and youth worker at Covenant House as well as a motivational speaker for an organization he began called Knowledge and Effort Yield Success (KEYS). His story is a testament to the power of your donations and continued support.

877
donors

3,140
*awards, scholarships
 and bursaries were
 distributed in 2011-12.*

Photographer: Tara Walton - GetStock.com

NUMBERS AT A GLANCE



Programs Offered

Full-Time Programs	148
Diploma	71
Post-Graduate Certificates	30
Certificate/Apprenticeship Programs	40
Bachelor Degrees	7
Continuing Education Programs	1,600

Students

Student Body	64,336
Full-Time Equivalent	24,889
International	2,887
Apprentice	560
Continuing Education Registrants	36,000

Staff

Full-Time	1,265
Faculty	515
Support Staff	562
Administrative Staff	188
Part-Time	2,243
Faculty	832
Support Staff	774
Administrative Staff	37
Continuing Education	600

Source: Survey of Full College Activity (unweighted FTE's) 2012
OCAS Application Services Inc



FINANCIAL REPORT



Operating Revenue by Source, 2011-12

Ontario Government	126	45%	
Federal Government	4	1%	
Tuition	113	41%	
Ancillary	17	6%	
Other	19	7%	
Total	\$279 million		

Operating Expenditures, 2011-12

Salaries and Benefits	163	64%	
Supplies and Other Expenses	62	24%	
Plant, Property and Capital	22	9%	
Scholarships and Bursaries	8	3%	
Total	\$255 million		

COLLEGE AND FOUNDATION BOARDS



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School of Business
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Research and Innovation
George Brown College
- Geetha Rahupathy (Support Staff Rep)**
Training & Development Associate
Staff Development
George Brown College

ACADEMIC CENTRES AND SCHOOLS



Centre for Continuous Learning

- School of Continuing Education
- Corporate Training
- Distance Education
- School of Emergency Management
- School of Makeup & Esthetics

Centre for International & Immigrant Education

- School of English As A Second Language
- International and Immigrant Education

Centre for Preparatory & Liberal Studies

- School of Liberal Arts & Sciences
- School of Work & College Preparation

Centre for Arts & Design

- School of Design
- School of Fashion Studies
- School of Performing Arts

Centre for Community Services & Early Childhood

- School of Early Childhood
- School of Deaf & Deafblind Studies
- School of Social & Community Services

Centre for Health Sciences

- School of Dental Health
- School of Health And Wellness
- School of Health Services Management
- School of Nursing

Centre for Hospitality & Culinary Arts

- Chef School
- School of Hospitality And Tourism Management

Centre for Construction & Engineering Technologies

- School of Architectural Studies
- School of Computer Technology
- School of Construction Management & Trades
- School of Mechanical Engineering Technologies

Centre for Business

- School of Business
- School of Financial Services



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