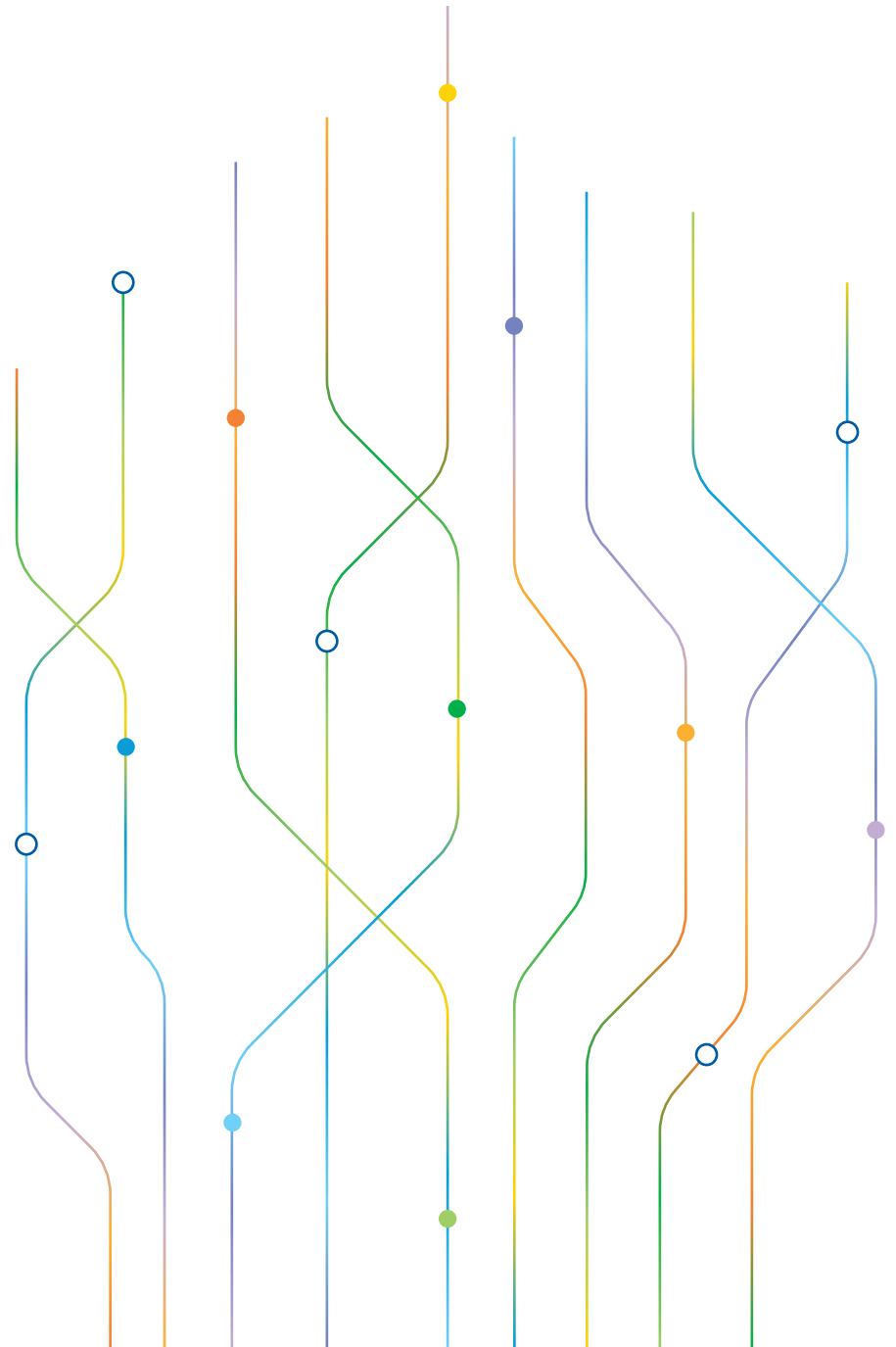




Imagining Possibilities

Vision
2030

Strategy
2022



Letter from the President



Anne Sado
President

As we imagine the George Brown College of 2030, we are excited by the possibilities. What will an amazing George Brown experience look like in the decade ahead? What will future George Brown students need to know, and what skills will they need to thrive in a work world that is quickly changing?

We live in a global economy influenced by myriad factors that are revolutionizing how we live, work and play. Technology, shifting demographics, climate change, knowledge democratization, urbanization, and rapidly evolving economies are major influences on our daily lives – and these factors are transforming virtually every industry and sector, including post-secondary education. This brings exciting new opportunities for entrepreneurial thinking and innovation – and a new opportunity for George Brown College to be at the forefront of learning in the digital age.

Acknowledging the pace of change, level of complexity and uncertainty that are part of our context and environment, we've taken a new approach to our strategic development process. We've formulated a long-term

perspective and vision that will guide us toward the George Brown College of 2030, and, at the same time, ensure that we deliver on the strategy to take us to 2022.

We've involved many stakeholders and diverse points of view along the way. More than 6,500 employees, students, alumni and industry members generated 20,000 contributions to this initiative. We've increased collaboration through digital tools such as polls and our new ideation platform iGBC.ca, as well as with in-person consultations, workshops and think tanks. With so many innovative thinkers in our community, we'll continue to collaborate as we build for the future.

For more than 50 years, George Brown College has adapted to meet the changing needs of the community and the labour market, and we look forward to continuing to shape the future of work for a diverse and inclusive society. As the pace of change speeds up, we will continue to respond, adapt and thrive, helping to transform the learning ecosystem for tomorrow.

A handwritten signature in black ink that reads "A. Sado". The signature is fluid and cursive, with a large loop at the end.



“ George Brown College is imagining a new future in a world of constant change. It’s inspiring to see how together we can harness the power of learning to help our community and society adapt and thrive.”

– Noella Milne, Chancellor

“ I’m exceptionally proud of the extensive insight of this plan. As we look ahead, I feel confident that we are preparing our college and our students to be active and successful contributors to the global economy. ”

– Mike Williams, Chair, Board of Governors



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SECTION **ONE**

Our History and Achievements

Meeting the needs of learners for more than 50 years

For more than 50 years, George Brown College has adapted to meet the evolving needs of students and employers, introducing new programs, partnerships and learning methods that support the economic engine of Ontario. As we enter our sixth decade, we're preparing for the biggest shifts yet.

- **1967 – Birth of a college.** In Canada's centennial year, Bill Davis, then the Ontario Minister of Education, suggested that George Brown College would be a suitable name for the new college of applied arts and technology, noting: "the city to which George Brown added such lustre as a reformer, journalist, and statesman should honour him in this way."
- **1968 – Doors open to crowded classes.** The college begins operations on March 1 with 2,009 students and 187 instructors spread across five buildings on two campuses: the Dartnell Campus, near Casa Loma, and the Nassau Street Campus in Kensington Market. Overcrowding is an immediate concern with some programs forced to run in three shifts, from 7 a.m. to 10 p.m. – and the search begins for additional space.
- **1976 – A new downtown home.** St. James Campus opens at 200 King St. E. with programs in business, community services, Deaf and Deafblind studies and work/college preparation, integrating George Brown into the fabric of Toronto's downtown core.
- **1992 – Respecting Indigenous roots.** George Brown forms the Sahkitcheway Aboriginal Education Council to guide all aspects of Indigenous education at the college.
- **2003 – A new degree of achievement.** George Brown becomes one of the first nine Ontario colleges authorized to offer bachelor degrees.





Making an Impact

- **2007 – Applying research to practice.** The Office of Research and Innovation opens to support community and industry problem solving.
 - **2015 – Leading in R&D.** George Brown is ranked as the number one research college in Canada.
 - **2017 – Growing the Waterfront.** Continuing its leadership in the evolution of green and sustainable building methods, George Brown announces its plans to construct The Arbour – Ontario’s first mass-timber, low-carbon institutional building.
 - **2019 – Evolving in the age of digital disruption.** Adding to the Waterfront Campus, our new School of Design facility opens at Daniels Waterfront – City of the Arts. It provides space for students, faculty and industry partners to learn, create and collaborate within a vibrant mixed-use community.
- George Brown has prepared more than 225,000 graduates for job success.
 - 91 per cent of employers are very satisfied with the George Brown graduates they’ve hired.
 - In 2018–19, George Brown had more than 31,557 full-time learners enrolled; 2,988 part-time learners enrolled; and 65,828 continuing education registrations.
 - George Brown College’s diverse international student population represents students from more than 100 countries.

“The whole purpose of education is to turn mirrors into windows.”

– Sydney J. Harris, Journalist

Achievements of Strategy 2020

Developed in 2010 as a result of considerable research into the GTA's economy, Strategy 2020 has been a successful framework, guiding tremendous growth and expansion at George Brown College.

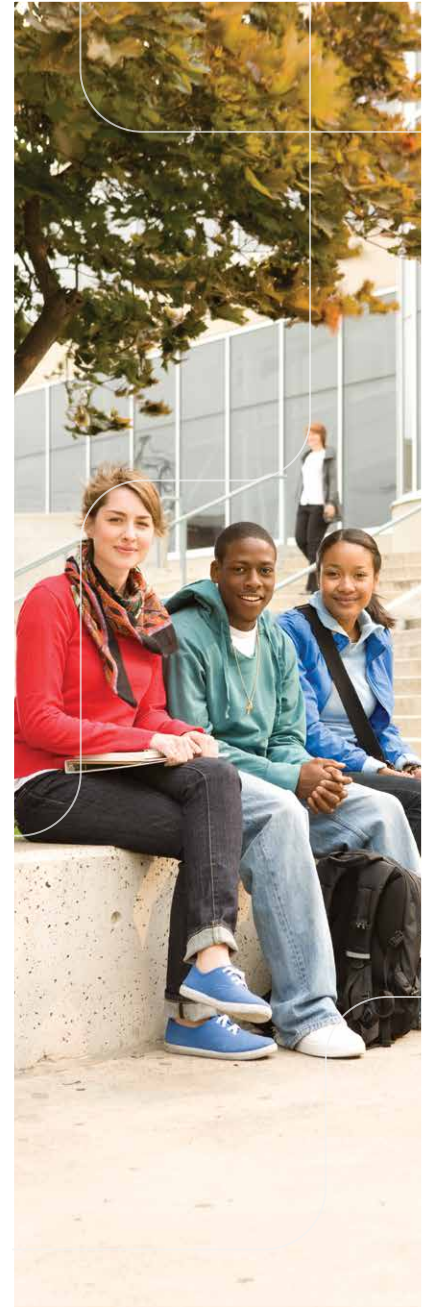
Here's how we have delivered on Strategy 2020:

Preparing Diverse Learners for Success

- Over the past decade, we have introduced 50 new full-time programs, adapting and responding to an ever-changing labour market.
- 98 per cent of George Brown's career-focused programs¹ now include at least one experiential learning opportunity.
- We supported our learners by adding more than 600,000 square feet (55,000 square metres) of new academic space including our School of Design facility at Daniels Waterfront – City of the Arts. We also established our first student residence in downtown Toronto.
- Since 2010, enrolment has increased by 30 per cent and demand from applicants remains strong.

Building a Sustainable Financial and Business Model

- Over the past decade, the college has exceeded its annual operating budget target and delivered an operating surplus.
- The George Brown College Foundation raised more than \$42 million over the past ten years, as well as disbursing \$28.3 million including: \$2.7 million in projects; \$16.9 million in capital; and \$8.7 million in scholarships.



Investing in High-Performing Partnerships

- This year alone, George Brown worked with more than 5,000 partners – across Ontario and around the world. Thanks to international academic and industry partnerships spread across 27 countries, we've been able to develop exciting global learning opportunities for both students and employees in response to emerging jobs in the global economy.
- George Brown has ranked among the top three research colleges in Canada numerous times, and has been awarded over \$79 million in research funding since our Office of Research and Innovation was established in 2007. Since 2010, this office has provided 904 research engagement opportunities for staff and faculty members, and 11,971 experiences for student researchers.

Leveraging State-of-the-Art Technology

- Since 2010, the college has invested \$9 million in audio-visual renewal and expansion of next-generation interactive classroom display technologies.
- The School of Computer Technology achieved Cisco Premier Academy Status, making George Brown College one of only nine such institutions in North America.

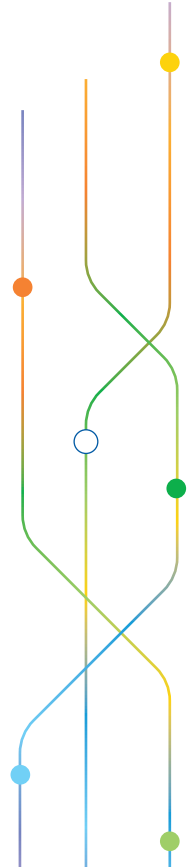




Enabling the Innovation Economy

- Since 2014, startGBC has acted as a catalyst to enhance the culture of entrepreneurship across the college by providing online resources, events, mentoring and capacity-building for students, alumni and members of the community.
- According to Research Infosource Inc., George Brown College ranked as the number one research college in Canada in both 2015 and 2017.

Building a High-Performing Organization

- Named one of Greater Toronto's Top Employers for the past three years and one of Canada's Top Employers in 2015, George Brown College continues to create a culture of innovation, inclusion and continuous learning. We encourage ongoing employee development through generous tuition subsidies and workplace learning opportunities as we continue to build a diverse and strong community for our future.
 - More than 6,500 individuals participated in the college's Vision 2030/Strategy 2022 initiative, generating more than 20,000 contributions to help shape the future of the college.
- 

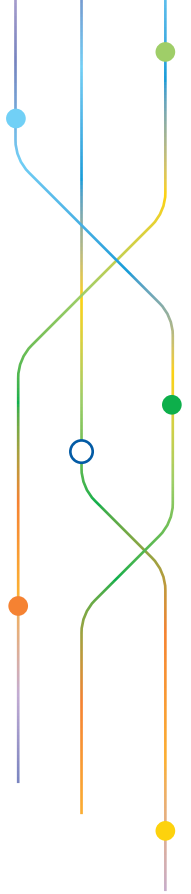




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SECTION TWO

What's Next? Trends and Disruptors Driving Change



As the Fourth Industrial Revolution is now upon us, we're looking ahead to a decade of rapid change and unknown disruption. Constant adaptation is the rule, not the exception. Technology, shifting demographics, climate change, knowledge democratization, urbanization, and rapidly evolving economies are major influences on how we all live, work and play.





Here are some of the trends and disruptors that we anticipate will impact the college.

- **Shifting demographics** will change the composition of the workforce, with multiple generations redefining their career timelines and a mix of learners creating a more diversified college community. By 2030, one in four Canadians will be 65 years or older² – and many are expected to stay in the labour pool longer with legacy careers. Younger generations will expect increased job mobility and multiple career changes, requiring continuous upgrading and upskilling.
- **Digitization** will require new levels of digital literacy. Forty-two per cent of Canadian jobs are at high risk of being automated in the next decade³ with artificial intelligence and advanced robotics taking on non-routine tasks and occupations.⁴ Plus, the Internet of Things and Blockchain will drive decision making and advance personalized learning.
- **Knowledge democratization** and open access to information will create a growing need for post-secondary institutions to demonstrate relevance and value. Challenges will arise around access to information as scholarly data sharing becomes even more prevalent.
- **Social shifts** will result in more diverse and polarized views, demanding increased cultural awareness and sensitivity. And, with an expanding societal awareness of the importance of mental health, expectations for healthy learner experiences will also be redefined.

- **Climate change** and environmental sustainability will continue to be a major focus. As the United Nations calls for urgent and accelerated action,⁵ 80 million jobs worldwide are expected to be lost due to rising heat and climate change.⁶
- **Fiscal realities** will mean that shrinking budgets and increasing costs will force innovations and efficiencies in everything that we do. Political uncertainty will also challenge institutions and policymakers to strive to maintain geopolitical stability in the face of societal change.

- **Urbanization** will result in population centres becoming increasingly dense, putting pressure on infrastructure, the environment and the economy. Organizations will also have to consider global implications while remaining relevant locally – or “glocal.”
- **Economic transformations** will impact daily life and introduce new ways of creating and consuming goods and services. The freelance and sharing economy will continue to shape supply and demand and redefine the marketplace.

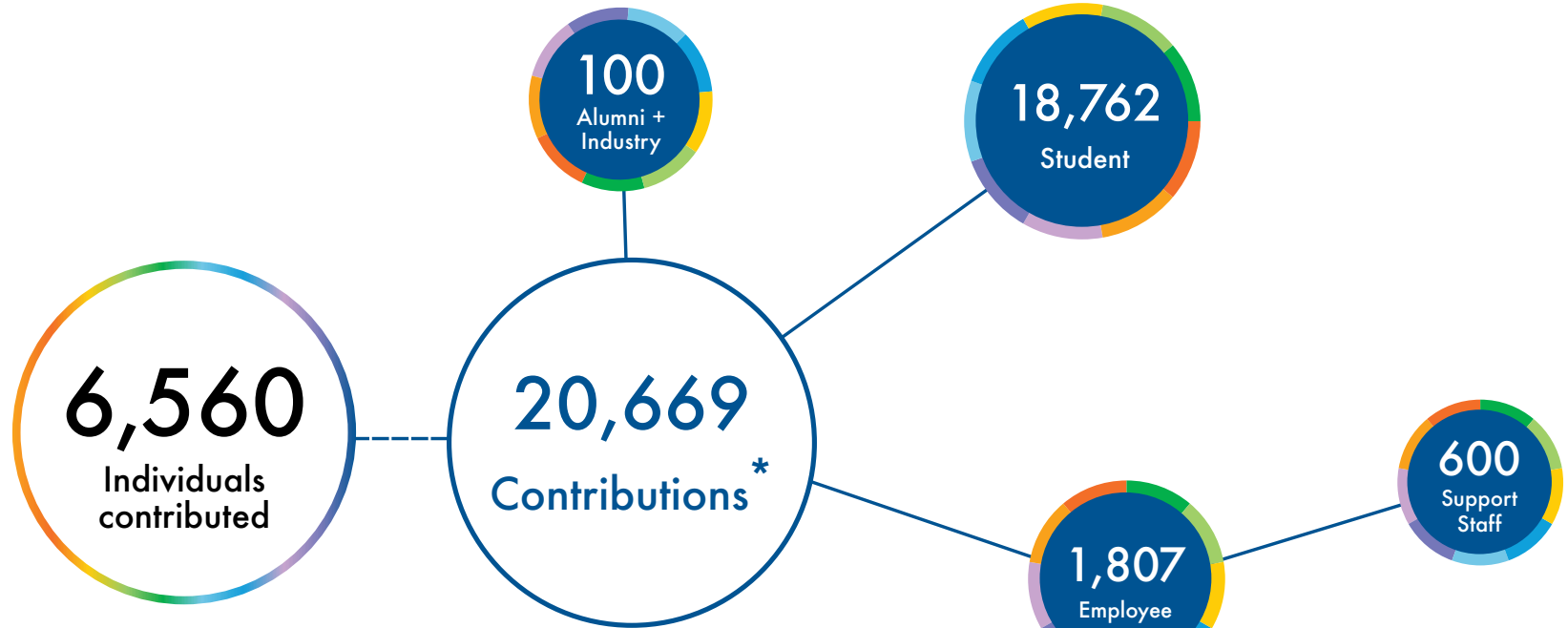


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SECTION **THREE**

Our Strategic Process





In 2018-19, we introduced our strategic development initiative, **Spark: Igniting Strategy 2022 and Vision 2030** to help us gather new ideas from our diverse stakeholder groups, ignite new ways of imagining our future, and gain inspiration from the changing world around us. Through this multi-dimensional consultation process, we were able to capture over 20,000 contributions from more than 6,500 students, employees, alumni, and industry and community partners – helping to reflect the needs of our diverse learning community and the shifting context in which we learn, work and live.

* Contributions include: participation in workshops, think tanks, roundtables, College Councils, surveys and on iGBC.ca

Sharing the Thoughts of Our Community

"As a faculty member, I thought the roundtable was a worthwhile opportunity to connect with others from around the college and to share, discuss and collect thoughts towards shaping the college's future."

– **Danny Smith**
(Professor, School of Marketing)

"I'm invested in my career at George Brown. I believe that if you are given an opportunity to share experiences and expertise to help shape the strategy for the future, you should take it. We have a fantastic community of people at the college with diverse experiences and opinions and ideas. I think the more people and perspectives that are involved in shaping the strategy, the better. Participating is also a great way to network and learn about the awesome things other people and teams are doing at the college."

– **Jason Inniss**
(Professor and Coordinator, Chef School)

"As a support staff member, I thought the strategy session was a great opportunity for different stakeholders from various departments to come together to discuss and share their ideas and thoughts about the college's future."

– **Sandip Gill**
(Information Specialist, Contact Centre)

"The roundtable was a unique opportunity to hear different collegial points of view on the future of education and share thoughts and ideas that will shape the

future of George Brown College. It was inspiring and left me with aspirations about the future of the work we will do to reach 2030."

– **Ina Agastra**
(Manager, International Programs & Partnerships)

"ChitkaraU has partnered with George Brown College for over a decade and that partnership has helped us to broaden our own horizons and learnings. This continues to be a priority for Chitkara because we see a lot of student mobility to Canada based on the quality of education, acceptance of diversity, and opportunities to work and live in Canada."

– **Vineet Tuli**
(Chitkara University, Punjab, India)

"I was impressed by the workshop and all of the thought that went into ensuring a collaborative, creative and inclusive environment that allowed a diverse group of stakeholders to share their insights, and provide perspective of what the college should consider for the future. I was particularly happy to see the level of foresight that the college has and the wisdom to act upon it to ensure that it continues to be a leader in education and in providing an environment where individuals are empowered in realizing their true potential."

– **Chris Palivan**
(Co-Founder and Event Director, Toronto Cider Festival, Inc.; Graduate 2014, Special Events Planning)



Why?
More: dynamic
agile
transparent
intentional
global
TOM
lunor hic
Less:

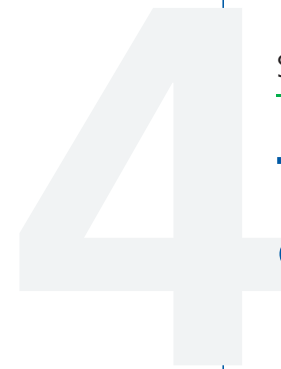
- I. I want to remain relevant
- II. I want to ^{facilitate} (pursue) new + better ways of being + doing
Ⓞ More for learners than staff for some
- III. I want to feel that my life is getting better + that I am improving
- IV. I want to feel significant
- V. I want to feel connected + have a sense of belonging
- VI. I want to achieve my goals 5. 3. 6. 6. 3
- VII. I want to advance
- VIII. I want to change
- IX. I want to be inspired
- X. I want to make it have a great job
- XI. I want to be more
- XII. I want to feel 5. 3. 6. 6. 3

- a. Energizing
- b. Edgy
- c. Refreshing
- d. Accommodating
- e. Welcoming
- f. Courageous



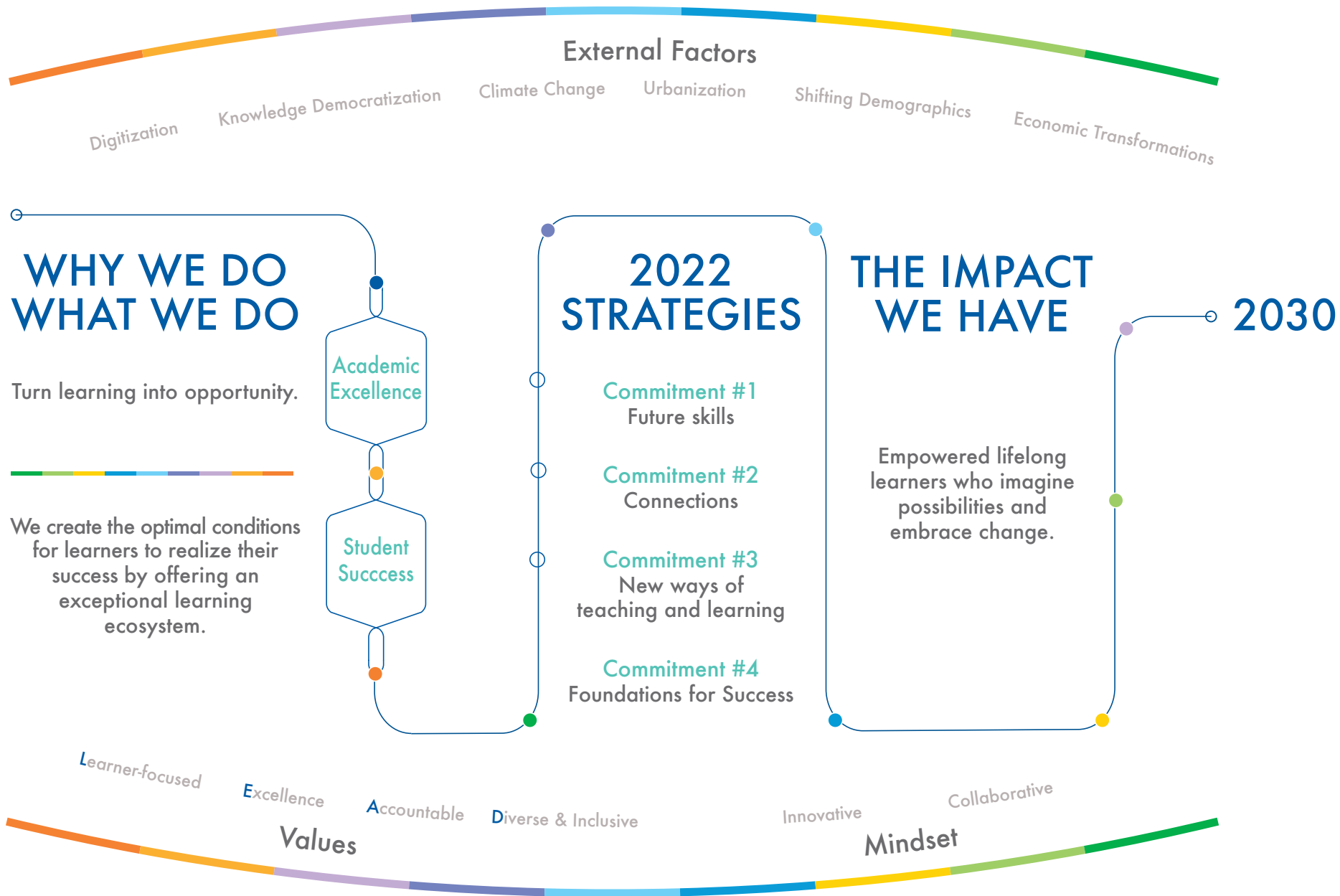
“Technology is nothing. What’s important is that you have a faith in people, that they’re basically good and smart, and if you give them tools, they’ll do wonderful things with them.”

– Steve Jobs

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SECTION **FOUR**

**The George Brown
of 2030**



Our Aspirations

The George Brown of 2030 is bold and transformed. It is:

Highly personalized

We offer convenient, personalized learning experiences and solutions with a mix of technical and human skills – available anytime, anywhere.



Connected to industry and community partners

We cultivate strategic partnerships with the community, academia and industry to co-create teaching and learning models that best serve our learners.



Locally strong, globally connected

We leverage our strengths on the local, national and world stage to prepare all learners for the job they want in a globally connected world.



Differentiated

We maximize opportunities with differentiated teaching and learning methods and create alternative approaches and delivery models.



Resilient

We anticipate and have the ability to respond to social, economic and environmental changes as a resilient institution.



Physical, digital and experiential

We optimize how we work, teach and learn at the intersection of innovative physical, digital and experiential learning environments and experiences.



Focused on lifelong learning

We partner with the learner for their lifelong learning needs and inspire an appetite for a learning and a growth mindset.



The Guiding Principles for Academic Excellence

- **Quality.** Recognized as a leader in exemplary teaching and learning in Canada, we clearly define and articulate quality education. Our learning practices set the benchmark in post-secondary and create a culture of excellence.
- **Authenticity.** Our learner-centered environment mirrors the complexities and ambiguities of real life and is delivered by educators who are passionate, attentive, approachable, capable, and knowledgeable.
- **Value.** We provide value by attracting industry and community partners, providing employers access to the next generation of talent and preparing learners for the future of work.
- **Relevancy.** Our teaching, curriculum development and course planning is current and relevant.



The Dimensions of an Optimal Learner Experience

- **Welcoming and inclusive.** We design for inclusion so that our spaces, programs, policies, and services are welcoming to students of diverse backgrounds and experiences.
- **Health promoting.** We provide our learners with a combination of health-promoting academic programs, policies and environments to support their well-being.
- **Skills and strengths building.** We offer people the opportunity to experiment with new ways of thinking and being in the world. We boost their strengths and bolster their skill sets.
- **Community connected.** We support learners in developing civic and global capabilities that connect their learning as ambassadors for progress and change.
- **Career focused.** We encourage a career focused learner experience by engaging in an ongoing process of career development and reflection from application to graduation.
- **Learning engaged.** We provide the opportunity to experience innovative and work-integrated learning, and extend learning beyond the program of study.



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SECTION FIVE

Our Culture,
Values & Mindset



Our Culture

We are welcoming.

We are inclusive and welcome diverse perspectives, cultures and ideas. We believe that all things can be reimagined and that innovation emerges through collaboration.

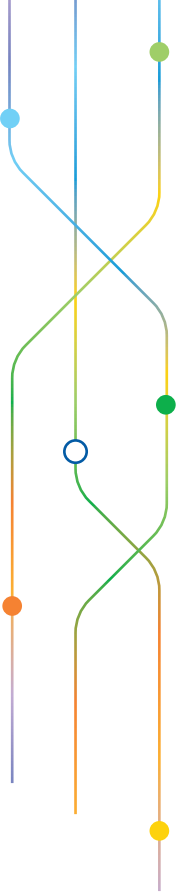
We are a learning organization.

We have a collaborative learning culture where we share knowledge and expertise, we push innovation through bold experimentation and we commit energy to lifelong learning. We recognize that failure is a necessary part of the innovation process and that from failure comes learning, iteration, adaptation and the building of new conceptual models that will help us to advance.

We celebrate success.

We celebrate the achievements and ideas of our learners, our employees and our partners. Every day, we recognize the network of exceptional people that contribute to the vibrancy of our community and acknowledge efforts to realize our full potential.





Our values and mindset guide our behaviour, how we work and how we teach. We are determined to make these attributes synonymous with George Brown College.

Values

Learner-focused

We focus on the needs, success and well-being of our learners always.

Excellence

We honour our commitments, act ethically and with integrity, and deliver superior performance.

Accountable

We hold ourselves responsible for environmental, social and resource sustainability.

Diverse and Inclusive

We show mutual respect in all of our behaviour to create a sense of belonging both within the community of George Brown and with all of our stakeholders.

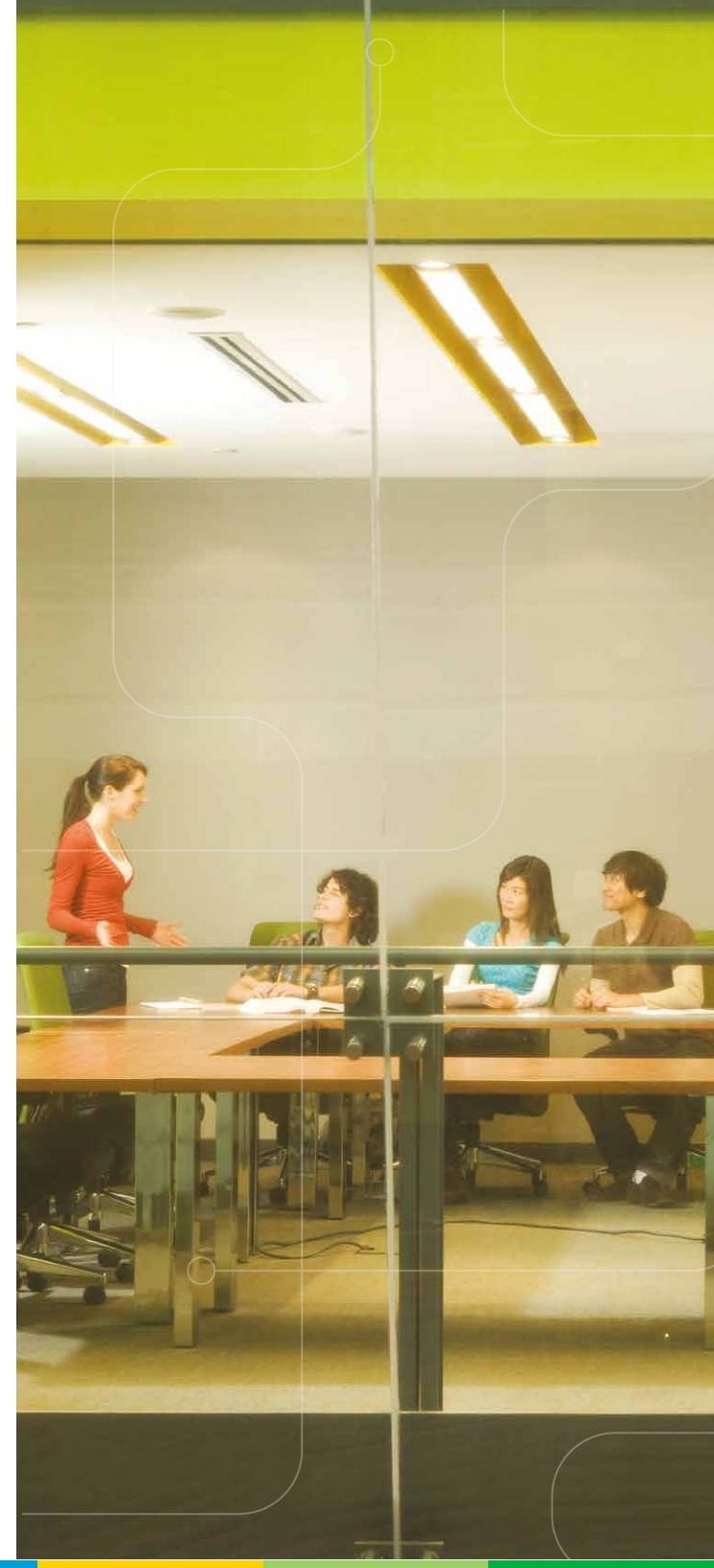
Mindset

Innovative

We have the courage to look for new and better ways to do what we do. We embrace an entrepreneurial mindset and respond to external trends and forces.

Collaborative


We are better together – collaborating with one another, the community and our industry partners. We pursue interdisciplinary and inter-divisional excellence.





“ We have to move from the Age of Progress to the Age of Resilience. We have to understand that our role is not to perfect but to adapt. ”

– Jeremy Rifkin, Economist & Author
(George Brown College’s Philosophy of Education conference, May 2019)



6

SECTION **SIX**

Our Strategic Commitments for 2022

Performance Indicators

The college will deliver on its commitments in alignment with the Ontario Ministry of Training, Colleges and Universities' key performance indicators, along with college-specific annual objectives and goals as developed in our planning process.

Acknowledging the pace of change and the level of complexity that is part of our environment, we've taken a new approach to our strategic development process. We've formulated a long-term perspective and vision that will guide us toward the George Brown College of 2030, while also delivering on the strategy with commitments for the next three years, taking us to 2022.

This strategy is the collective narrative of our future aspirations. These commitments will be reinforced through our priorities and plans as we align our efforts.

Our 2022 commitments are fundamental first steps that will lead us to our vision for 2030.



Commitment #1

Future Skills

Deliver learning experiences that prepare learners for future and global skills.

Priorities

1. Embed the human skills framework across the learning experience.
2. Advance and expand accessible and high-quality experiential learning.
3. Enhance cultural sensitivities and capabilities (internationalization) of the learner and employee experience.





Commitment #2

Connections

Build interconnected partnerships with institutions, industry and community.

Priorities

1. Develop partnerships with employers and industry to increase career relevancy for learners through co-creation and collaboration.
2. Increase impact with enhanced industry-led research and innovation.
3. Build expansive lifelong learning ecosystem with new and emerging academic and institutional partnerships.

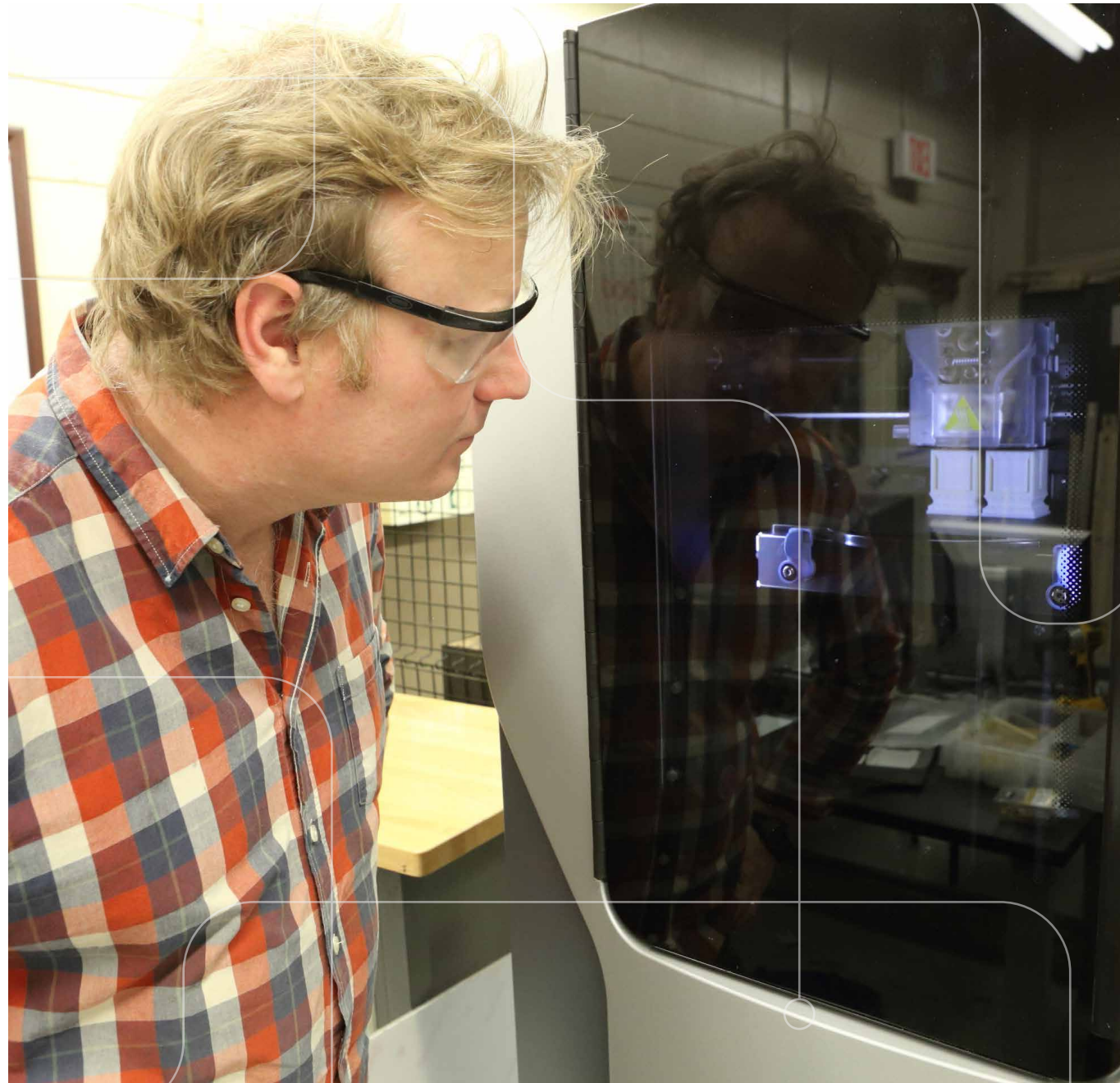
Commitment #3

New Ways of Teaching & Learning

Raise the standard of the learner experience and expand the variety of delivery models.

Priorities

1. Optimize the learner's blended learning experience (digital, physical, experiential) with next-generation teaching and learning methods.
2. Build personalized models for learning experiences.
3. Explore and test new delivery models and revenue generating opportunities.





Commitment #4

Foundations for Success

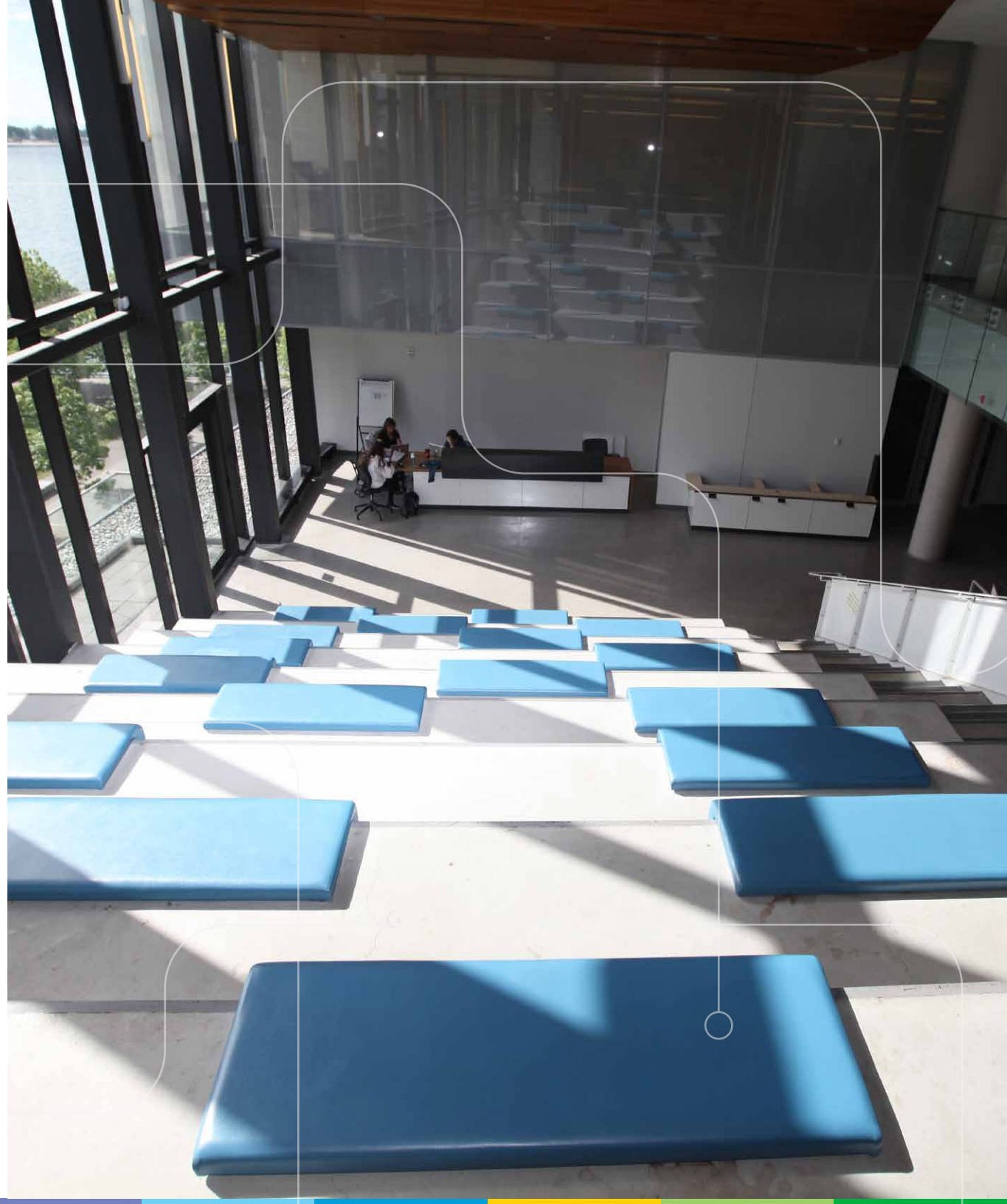
Focus on our fundamentals to help anticipate, absorb and manage change.

Priorities

1. **HUMAN CENTERED.** Utilize the expertise of our people, emphasizing innovation capabilities and improving digital fluency.
2. **INDIGENIZATION.** Deliver on [Colleges and Institutes Canada's Indigenous education protocols](#) and implement a framework for action and accountability.
3. **DIGITAL.** Enhance data-driven decision making with analytics and introduce digital innovations to optimize how we work, teach and learn.
4. **SUSTAINABILITY.** Develop behaviours, actions and policies that lead to environmental, financial and social sustainability.
5. **OPERATIONAL EXCELLENCE.** Deliver continuous improvements and streamlined processes, and address infrastructure gaps to reflect new realities and empower our teams.

“It is the set of the sails,
not the direction of the
wind that determines
which way we will go.”

- Jim Rohn, Entrepreneur

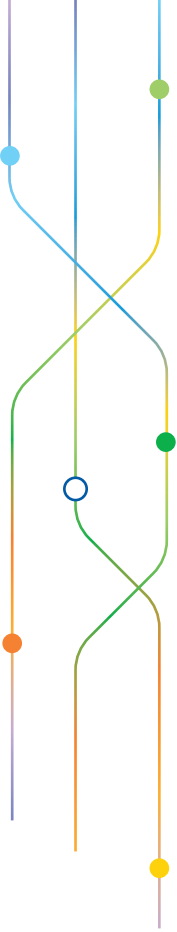


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SECTION **SEVEN**

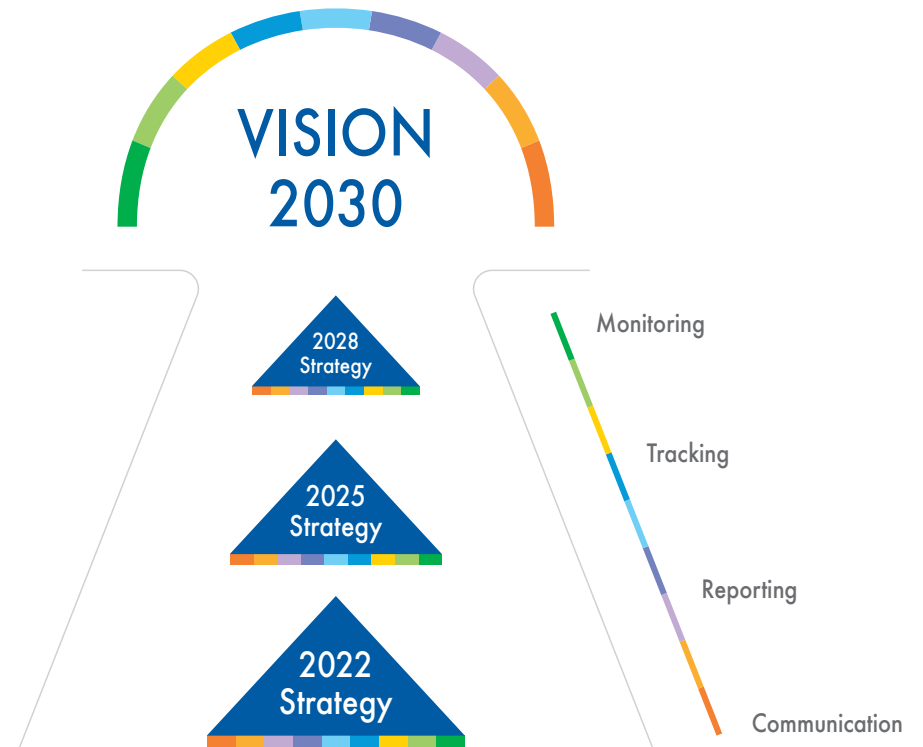
Future-ready





While we live in a world marked by volatility, uncertainty, complexity and ambiguity, we are equipped to anticipate and respond to change. Our strategic development process will continue to be informed by trends, signals and forces that inspire innovation as we continuously improve and accelerate. By encouraging a growth mindset, providing clear goals, and focusing relentlessly on our learners as we manage our plan in three-year cycles, George Brown will be responsive in the decade ahead.

Here's how we will execute Strategy 2022, plan for the future and continue to work better together:





Footnotes

1. Excludes upgrading and preparatory programs
2. Statistics Canada 2014
3. Brookfield Institute 2017
4. <https://www.cbc.ca/news/business/automation-job-brookfield-1.3636253>
5. <https://sustainabledevelopment.un.org/sdg13>
6. United Nations Climate Report 2019 | <https://globalnews.ca/news/5449602/climate-change-un-jobs-heat>

