

GEORGE BROWN COLLEGE BUSINESS PLAN 2020-21



Reviewed and approved by the George Brown College Board of Governors, Fall 2020
Submitted to the Ministry of Colleges and Universities, September 2020

George Brown College is pleased to submit its business plan for 2020 - 2021 including a summary of 2019 - 2020 accomplishments and a look forward to key goals and priorities for the coming year.

During 2019-20, George Brown delivered our final push toward the ambitious imperatives established in our Strategic Plan for 2020. As we wrapped up Strategy 2020, we involved many stakeholders and diverse points of view including employees, students, alumni and industry to formulate a new long-term perspective and vision that will guide us toward the college of 2030, while remaining focused on delivering the shorter-term Strategy 2022.

This plan is set in the context of our refreshed values, mindset and impact, and the commitments and priorities that were articulated in Strategy 2022, acknowledging the pace of change, level of complexity and uncertainty that is part of our environment.

Our Values (LEAD) and Mindset

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.

Our Impact

Why we do what we do	How we do it	The impact we have
Turn learning into opportunity	We create the optimal conditions for learners to realize their success by offering an exceptional learning ecosystem.	Empowered lifelong learners who imagine possibilities and embrace change.

2020-2021 College Plan

2020 has been a year of unprecedented challenges and rapid change – both for our college and for the world around us. It has also been a time of resilience, adaptability, and creative problem-solving – especially at George Brown. When George Brown’s new Vision 2030 and Strategy 2022 launched in September 2019, we talked about adopting an innovative and collaborative mindset for the future. In recent months, our faculty, support staff and administrators have worked together to tackle one of the largest challenges our college has ever faced. Together, we’ve developed new ways of supporting our students, our community and each other. In many ways, our response to COVID-19 has helped accelerate our plans to enhance digitization at George Brown and demonstrate our capacity to lead in the digital age, as we empower lifelong learners who imagine possibilities and embrace change.

Amidst the rapid adjustments to our operations and delivery models, George Brown has built momentum and realized important benefits of prioritized efforts that are part of our Strategy 2022. Built on the success of our previous plan, our new vision and strategy guides us on an ambitious journey to ensure we respond to the economic, demographic and societal changes that will shape the future of work and how our learners reimagine possibilities over the next decade. By “turning learning into opportunity” we will leverage our strengths on the local, national and global stage to prepare all learners for the job they want in a globally connected world.

2022 Strategic Commitments and Priorities

The strategic commitments that underpin our plan are the crucial and critical opportunities and issues that demand our attention and action. They are the “must do’s” to ensure that we build positive momentum toward our aspirations for 2030. They will act as guideposts to shape college plans over the next few years. We have also identified priorities that will drive the changes required and that will support and enable the college to build our capabilities and capacity to embrace and absorb change.

Future Skills

DELIVER LEARNING EXPERIENCES THAT PREPARE LEARNERS FOR FUTURE AND GLOBAL SKILLS.

Connections

BUILD INTERCONNECTED PARTNERSHIPS WITH INSTITUTIONS, INDUSTRY & COMMUNITY.

New Ways of Teaching and Learning

RAISE THE STANDARD OF THE LEARNER EXPERIENCE AND EXPAND THE VARIETY OF DELIVERY MODELS.

Foundations for Success

FOCUS ON FUNDAMENTALS TO HELP ANTICIPATE, ABSORB AND MANAGE CHANGE.

Priorities:

1. **HUMAN CENTRED**
2. **DIGITAL**

3. **INDIGENIZATION**
4. **ANTI-RACISM**
5. **SUSTAINABILITY**
6. **OPERATIONAL EXCELLENCE**

2019 - 2020 Key Accomplishments

Planning for the Future

Strategy 2022/Vision 2030 was launched at our annual staff GBConnects event in August 2019. This strategy and vision will guide our strategic work for the next decade. Our key accomplishments for 2019-20 are framed in this report, for the last time, against the framework of Strategy 2020.

Prepare Diverse Learners for Job Success

The college continued to develop its academic quality framework including (but not limited to) projects that were launched to achieve our 2016 College Quality Assurance Audit deliverables, working towards our next audit submission in 2021. In 2019-2020, Academic Excellence began working with groups across the college to collect evidence relating to the quality standards and requirements necessary for this submission. Academic Excellence developed and updated several academic policies in 2019-20. Also of note, Academic Excellence oversaw the launch of the Breach of Academic Integrity Reporting portal. Ongoing faculty development was aided by curriculum specialists, in collaboration with other staff from the college's Teaching and Learning Exchange, who created the Academic Continuity website—a central hub for resources, tools, and just-in-time training to support faculty in the unprecedented pivot to online learning. A digitization framework was also shared with academic leaders: this framework helps to guide online course development decision-making at the program level.

The college continued its ongoing focus on student engagement and satisfaction. GBC had the highest satisfaction rate among GTA colleges for both Library Service and Library Facilities as well as the highest volume of library visits in the province with 2.3M visits. The college recognized the critical importance of reliable broadband access and doubled the size of our sector leading mobile lending Wi-Fi program. The college continues to expand accessible electronic resource and online service offerings to expand the reach of the library beyond operating hours.

We updated the New Program Approvals Process and, consistent with the college's Strategic Mandate Agreement, new programs reflecting our areas of strength were developed and/or launched.

To ensure a smooth transition for graduates into the labour market, George Brown College has continued to make Work-Integrated Learning (WIL) and Experiential Education a top priority. We offered more than 11,500 WIL experiences to our students, including more than 420 international experiential learning opportunities. Toward the end of our 2019-2020 fiscal year, the college had to rapidly adapt to

the new realities due to the COVID-19 pandemic. The college devised a WIL contingency strategy through national and provincial consultations with key associations and other academic partner institutions to ensure we could continue to deliver quality WIL experiences for our students using new platforms and approaches.

More than \$2.7M in funding for scholarships, programming, capital improvements and special projects was provided through the George Brown College Foundation. 1,588 scholarships were distributed to students – the largest amount in our Foundation’s history – with an average value of \$1,273. These scholarships and projects were made possible by the generosity of our donors.

The college continued implementation of its Internationalization Strategy, built on multiple pillars including the globalization of course content, student and faculty international placements, and the integration of international students in our programs. The international recruitment team successfully focused their efforts on developing new markets and regaining share in others.

Invest In the Creation and Stewardship of High Value and High Performing Partnerships

George Brown College continues to make significant strides in building connections with both community and industry partners. A few examples to show the range of this work are noted below.

The college has amplified its partnership with GlobalDWS – an international system integrator, robotic solutions provider and leader in Canadian innovation, specializing in service robots. Together, we have co-designed and developed a first-of-its-kind Service Robotics micro-credential. This is an introductory certificate to the service robotics industry and its growth and development. Learners will explore typical applications of service robots, their impact on organizations, their customers, and the current market.

Our School of Social and Community Services (SSCS) has been deeply engaged in community development and research. They partnered with the Toronto Local Health Integration Network to provide training. They also pursued a number of collaborative research projects with other institutions and community agencies. For example, this year, the SSCS piloted a new partnership with a Women’s Centre in Kingston, Jamaica as part of the Community Services Study Abroad program, enriching our student learning experiences.

The Sally Horsfall Eaton School of Nursing launched a new Interprofessional Complex and Long-Term Care program in collaboration with Ontario Centres for Learning, Research and Innovation (CLRI) in Long-term care at Baycrest and the Chang School at Ryerson University. This is an innovative

postgraduate program that prepares learners to work interprofessionally with other health-care professionals to provide complex or long-term care to clients within an institution.

The college's Centre for Hospitality and Culinary Arts (CHCA) continued to partner with our Business Improvement Area and City of Toronto on "livable community" initiatives, and advanced its partnership with the Helderleigh Foundation.

The College's Community Partnerships Office (CPO) received over \$2.77M to facilitate post-secondary pathways into the college through to employment. Our long-standing partnerships with the Toronto District School Board and the Toronto Catholic School Boards continue to serve as a learner pipeline to the college while also supporting the outreach and engagement of under-represented learners. The CPO has also partnered with the Labour Education Centre's Tradelinx program to deliver a training and employment preparation program for those who face significant barriers to accessing training and employment, particularly in the construction trades.

Be an Enabler of the Innovation Economy

Over the last 13 years, GBC has built up significant and unparalleled capacity in research and innovation that is vital to promoting new and emerging small and medium sized enterprises (SMEs). We listen to the needs and ambitions of our partners to find better ways to serve them and accelerate and promote Canadian innovation. Since 2007 we have secured over \$80M in research funding and collaborated with over 1,400 partners on approximately 1,600 projects. In 2019-2020, the college received over \$3.7M in research awards and almost \$892K in investment from industry, sustaining 24 labs and facilities across our three campuses.

The college continues to maintain its longstanding position as one of the top 10 research colleges in Canada. In 2019-2020, George Brown ranked #6 overall, and in the top three for completed projects and number of paid student researchers. The Office of Research & Innovation supported 213 projects involving 1,376 students, 178 partners, 109 investigators and 43 staff. Meanwhile, startGBC provided direct support for 94 start-up entrepreneurs, hosted 141 events, engaged 2,940 students, provided 405 hours of one-to-one coaching and facilitated 483 hours of mentorship.

George Brown's Research & Innovation programs act as catalysts for innovation, bringing together education, partnerships, entrepreneurship and investment. Our major areas of focus include Fashion, with a focus on production and sustainability; Food, with a focus on product development and innovation; the Built Environment, with a focus on automation and sustainability; Interactive Design, Product Development and Social Innovation.

The college continues to evolve and deepen our capabilities in a number of

these areas. For example, as part of a broader plan to evolve our product development capability, we are expanding the impact of our Product Development Exchange by establishing Factory6ix, a Light Manufacturing Incubator in partnership with the City of Toronto, MaRS Discovery District and the Refined Manufacturing Acceleration Process (ReMAP) to pioneer a new kind of urban manufacturing space.

Detailed design work continued on The Arbour, our proposed tall wood, mass timber building at the Waterfront. This project continues to win design and architectural awards worldwide – for both its aesthetic and sustainability features.

Build a Sustainable Financial and Resource Model

The college exceeded all operating budget targets for the year and delivered an operating surplus that will be used to fund high-priority capital projects and provide a cushion for unforeseen events. The college met all of the Ministry’s Financial Health indicators, improving 4 of the 7 benchmarks.

Operating Revenue by Source, 2019-20 \$ 420 million		Operating Expenditures, 2019-20 \$ 405 million	
Grants and reimbursements	141	Salaries & Benefits	251
Student Fees	220	Supplies and Other Expenses	92
Ancillary	32	Plant, Property and Capital Amx	55
Other	27	Scholarships & Bursaries	8
	420		405

The George Brown College Foundation transferred \$2.3M to the college comprising \$668,858 for capital and projects and \$1.6M for scholarships in 2019-20.

The College’s Community Partnerships Office secured \$2.77M in funding from Ministry and private sector funders.

Leverage State-of-the-Art Technology

The college continued along its strategic journey to digital transformation, focusing on both the student experience and the empowerment of staff through enabling technologies and digital capabilities. Foundational technological investments in classroom technology, cloud technology and mobile were enhanced by implementation of emerging technologies such as Artificial Intelligence, Virtual Reality, Data Analytics and collaboration tools.

Development of a chatbot accessible to students 24/7 has allowed our International team to better support students and increase their satisfaction. Completion of an analytics dashboard for Academic Excellence allows for strategic decisions about program mix and enables them to develop effective annual performance enhancement plans to improve program quality. Investment in VR studios allowed increased use of this cost-effective and immersive training method by faculty and students, using our new platform, Engage.

Increased use of collaborative tools such as Webex and Microsoft Teams resulted in productivity gains and increased communication, as well as increased acceptance of the use of digital tools.

We completed the first year of the two-year implementation of Degree Works by the Registrar's Office, which will simplify the planning of a students' journey, providing self-service for advising, degree audit and transfer articulation. The initial implementation of CRM Advise was completed, and it is now being used by the Registrar for automated communications and by Academic divisions to effectively engage students throughout their life cycle.

The George Brown website was successfully migrated to a new platform, with a content management system that allows for an upgraded digital and personalized user experience.

The college continued to dedicate resources to facilities and classroom technology renewal, with an emphasis on the ability to teach in active learning environments, ensuring flexible furniture and technology that can be used by both faculty and students to present, share and collaborate.

Build a High-Performing Organization

Throughout 2019-20, we continued to focus on employee success through the setting of SMART goals, increased accountability and engagement with our employees.

There was significant emphasis on building the capability of management to set goals for their teams, to have meaningful conversations and to deal with conflict, with a new employee development curriculum developed and launched within the organization. Toward the end of the year, learning program opportunities shifted to providing assistance to leaders and faculty in both leading teams and leading learning in a virtual environment.

Continuing on with the drive to engage employees in the creation of Strategy 2022 and Vision 2030, there was an increased effort in 2019 to ensure all employees understood and identified with the George Brown strategy, including Town Halls, GBConnects and weekly communications

to all employees, as well as continued opportunities to participate in shaping the future of the college through the delivery of our strategy.

2020-2021 Key Objectives

Future Skills

The college will continue to launch and evolve multiple programs to meet industry demand. Areas of focus will be consistent with our Strategic Mandate Agreement. We will pursue credentials that are flexible and the most responsive to industry needs.

This year the college will prepare and plan for the 2021 College Quality Assurance Audit, while continuing its ongoing quality assurance via in-depth program review. In line with our Strategy 2022 commitments, the college is developing curriculum frameworks for integration of enhanced human skills, sustainability, indigenization and internationalization into curriculum.

In addition to the work done to integrate the college's Human Skills framework in the curriculum, this framework will also be embedded in co-curricular activities, through on-boarding and training practices for student employees and through tutor training programs.

George Brown College continues to move forward on our commitment to adapt and innovate the way we deliver our experiential learning promise. Quality of experiential learning activities for students is a key priority. We will deploy and optimize technology to manage and coordinate the student Work Integrated Learning (WIL) experience, expand the number of students participating, as well as integrate our human skills framework into the students' WIL experience.

Connections

George Brown builds interconnected partnerships with institutions, industry and organizations to build a strong workforce and contribute to community wellbeing.

In 2020-21, the newly formed Partnership Syndicate will generate community and industry partnership opportunities, engage in knowledge transfer and provide pathways to new technologies and innovation. Academic and service areas across the college are evaluating new models for engagement with industry experts and external organizations to develop specialized program and sector advisory committees, deliver differentiated content and experiential learning and explore new sources of funding.

George Brown continues to focus on partnerships that will increase career relevancy for our learners. For example, in 2020-2021:

- The Centre for Business (CfB) will continue to grow its Analytics Hub enabling students to work collaboratively with faculty and industry partners to apply analysis and decision making to complex management issues. The CfB is also collaborating with the Royal

Bank of Canada and the Michael Pinball Clemons Foundation to launch a Banking program for marginalized youth between the ages of 18 and 29 who have the talent but lack the financial wherewithal to attend college.

- The College is undergoing a new pilot called the Rapid Skills Incubator (RSI). We will test the relevance and impact of this incubator as a differentiated way to deepen our connections and attract new partners to our institution, support upskilling and pilot alternative delivery. The RSI will allow us to work with partners to design and develop demand-informed courses enabling new pathways to sustainable careers. The RSI will enable George Brown to continue to work with partners GlobalDWS and Autonetics Universe to study the potential of robotic solutions.

Teams across the college are also working to increase impact with enhanced industry-led research and innovation, with a focus on our six areas of applied research excellence.

For example, to address Southern Ontario's need for local, urban manufacturing, GBC will continue to work with the City of Toronto, MaRS Discovery District and ReMAP (Refined Manufacturing Acceleration Process) to establish Factory6ix, a Light Manufacturing Incubator that will connect academics, industry experts and services with start-ups and SME clients. The build out of the physical space for Factory6ix is well underway, with a targeted launch date of Spring 2021.

The college also plans to expand the Design Centre for the Smart Economy (DCSE), a research and commercialization lab that partners with OCAD University. The DCSE will work with academic and industry partners to take products and services to market while equipping graduates with practical innovation skills and knowledge.

And as a final example, George Brown College is venturing into new and exciting territory by sharing research and innovation expertise with international partners in 2020. Supported by a grant from Colleges and Institutes Canada, we will be working with four vocational institutes in Kenya, to help them establish their own innovation and applied research hubs.

The college continues to proactively look for connections and opportunities to collaborate across higher education and will work to deepen existing partnerships with institutions abroad including Chitkara University, Dun Laoghaire Institute of Art, Design and Technology, Politecnico di Milano among others.

New Ways of Teaching and Learning

By enhancing our digital infrastructure and expertise, we'll strengthen our ability to be there for learners – whether they're in the GTA or around the world. By offering more flexible delivery of both academic offerings and student services, we'll be able to provide a more personalized student experience, with improved and expanded choice.

In 2020-21, George Brown will:

- expand its Teaching and Learning Exchange (TLX), ensuring our faculty have the training they need to stay current and relevant. The TLX will work to foster a culture of exemplary teaching and learning, taking a holistic approach for college-wide professional development regarding teaching and learning.
- work to increase usage of virtual and augmented reality and increase the utilization of simulation and adaptive learning software.
- work to advance its textbook migration from print to electronic format and open source strategy in collaboration with publishers, academic divisions and our student communications teams.

Foundations for Success

To ensure the long-term sustainability and overall resilience of George Brown as an organization, the college has established a number of focus areas as part of our Strategy 2022 that will ensure we focus on both performance and adaptation.

Human Centered

With staff who are committed to working as a unified team, we will utilize the expertise of our people, emphasizing innovation capabilities and improving digital fluency. Employees are encouraged to expand their skill-sets and take advantage of a variety of professional development sessions at the college via “My Learning” – the college’s employee learning and development hub. Examples of resources available include live training on Microsoft’s suite of applications as well as training on leading, working and delivering programming remotely, how to structure a home office, support for accommodations and managing work/life balance.

Student success teams will continue implementation of stepped care to support student mental health in a digital/remote counselling environment.

We will continue implementation of online self-directed learning modules to support the successful orientation and transition of new students to George Brown and will explore how digitization and

simulation can support student learning and increase access to our programs and services.

Digital

We will continue evolving a number of data-driven dashboard projects to democratize data and ensure that consistent, reliable data is readily available to teams across the college.

As a specific example, Academic Excellence will continue the development of an academic quality decision-making dashboard. The goal is to put data in the hands of leaders to facilitate insights that lead to making better decisions in support of the advancement of organizational outcomes.

We will continue efforts on continued optimization of recruitment processes, using marketing automation tools, expanding personalization functionality on our website, and continued implementation of our CRM (Customer Relationship Management) to better support the student throughout the entire lifecycle, while also optimizing staff resources and efforts.

Indigenization

Located in downtown Toronto on the traditional territory of the Mississaugas of the Credit First Nation and other Indigenous Peoples who lived here over time, George Brown has been a leading institution in terms of its varied approaches to issues related to Indigenous peoples, anti-racism, equity and diversity.

In 2021-2022, the college will recruit a Director of Indigenous Initiatives to lead implementation of the Truth and Reconciliation Commission's Call to Action and oversee Indigenization measures as part of our vision and strategy. The role will also be focused on providing increased opportunities for Indigenous students through strong community and industry partnerships.

Anti-Racism

George Brown stands with and in support of all Black students and employees. The college acknowledges the systemic racism Black, Indigenous and other racialized people face. The journey ahead involves listening to hard conversations, self-reflecting on our own biases and complicity, and creating real change within the community.

In 2021-2022, the Office of Anti-Racism, Equity and Human Rights Services will launch an Anti-Racism and Equity Advisory Committee. The committee will play a vital role in delivering on our Anti-Racism Strategy, help identify systemic racism and provide feedback on related policies and programs.

Sustainability

We hold ourselves responsible for environmental, social and resource sustainability. This value aligns with the Association for the Advancement of Sustainability in Higher Education's inclusive definition of sustainability, which encompasses human and ecological health, social justice, secure livelihoods and a better world for all generations. In 2020-2021, the college will complete a detailed assessment of our performance using AASHE's Sustainability Tracking, Assessment & Rating System™ (STARS®) to establish a benchmark and identify areas where the college could achieve greater impact. The STARS assessment will provide crucial data for consideration in the development of our long-term sustainability goals.

Operational Excellence

The college will place emphasis on operational excellence and efficiency improvements within a number of areas to deliver exceptional performance against our goals and ensure the long-term sustainability of the organization in the midst of massive change and disruption.

George Brown will gather all necessary data and monitor the targets outlined in our latest Strategic Mandate Agreement (SMA3) to work with government and set ourselves up for future success in collaboration with government and our industry partners. The college will achieve the budget targets approved by the Board of Governors for 2020-21.

A key project on service innovation is Project Rise. Through this initiative, employees and students at the college are reimagining student-facing services to provide learner-centred experiences and ensure that all students know how to access and engage with colleges resources when, where and how they need them.

We also have a project underway to ensure readiness for our transformation as an organization as we prepare for Strategy 2022 and Vision 2030. We will build competencies in organizational transformation, changing behaviour, and alignment between strategy and culture.