

2010-11

# Centennial College Business Plan

CENTENNIAL  
COLLEGE



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## Executive Summary

Centennial College's 2010-2011 Business Plan is one of investment. Having surpassed both enrolment and financial targets over the past several years, we will further enhance the quality of our academic and student services through a strategic investment in our people and our facilities.

Our investment begins with a focus on **Student Success**. We will:

- Develop 59 new positions to increase graduation rates, support graduate employment, increase student success and put additional full-time faculty in the classroom
- Increase overall Student Satisfaction by 3% in our Key Performance Indicators (KPIs)
- Implement a College-wide Student Retention Action Plan and a Framework for Strategic Enrolment Management
- Enhance academic program development and review processes
- Establish new articulations and pathways for students
- Offer additional opportunities for global service learning, and introduce an endowment fund to financially support this approach
- Support teaching excellence by expanding learning opportunities through our Centre for Organizational Learning and Teaching (COLT), and further implement reflective practice and portfolio learning
- Delineate the framework for the Centennial Passport – an innovative new product that will further enhance the student experience by supporting leadership development, exposing students to applied research, and offering credit for service learning
- Respond to each recommendation of the Program Quality Assurance Process Audit (PQAPA)
- Attain 3 new joint degrees, 10 articulation agreements with universities and 2 dual credits
- Continue the redesign of a comprehensive student orientation and transitions program and the development of a "First Year Experience" Office
- Enhance the learning environment and increase student satisfaction through the addition of functional academic and social spaces, increasing capacity for learner-friendly schedules
- Improve the conditions of service areas including libraries, cafeterias, and student services

At its core, Centennial's strength resides in **Our People** – the commitment, innovation and achievements of our employees continues to support the College's transformation. We will:

- Introduce new strategies for recruitment, that support our diversity goals and ensure we hire the best people
- Launch competency-based performance evaluation for managers
- Enhance wellness and health and safety programs introduced last year
- Conduct an employment engagement survey, based on the best Canadian practices
- Develop and implement a new succession management system
- Offer an improved employee orientation, with emphasis on engaging new faculty in reflective practice, teaching excellence and collaborative learning
- Expand our applied research capacity – thereby supporting regional economic and social prosperity, as well as faculty and student development

Our commitment to **Global Citizenship** gives us a unique position in the marketplace, and an ability to serve students from Barrie to Beijing, from Markham to Mumbai. True to our vision of transforming lives and communities through learning, we will:

- Further develop our ground-breaking work with First Generation students
- Launch programs in support of Aboriginal learners
- Diversify our international student pool and open two additional recruitment centres
- Strengthen our supports to Second Career learners

The Centennial community is committed to maintaining high standards of fiscal management and continuing our standard of excellence when it comes to **Financial Stewardship**. We will:

- Bring in more than \$136 million worth of capital projects on time and on budget (two-year investment), including our Library and Academic Building, the Athletics and Wellness Centre, the Scarborough Centre for Alternative Studies and the expansion and renewal of our Ashtonbee Campus
- Grow our endowments by 17% to \$12.2 million
- Increase the financial contribution of the Business Development unit by 30%

The College has gained national attention for our work from applied research to global citizenship. To ensure **Recognition for Excellence** in the marketplace, we will:

- Use digital technologies to reach prospective students
- Influence government and engage partners by developing appropriate communications tools
- Share expertise through international and national symposia and conferences

Centennial College's 2010-11 Business Plan demonstrates our ongoing commitment to offering an innovative education within a supportive and engaging environment. It provides an extraordinary schema of investments and initiatives that will allow us to continue *to transform lives and communities through learning*.

## The Book of Commitments: Five Year Strategic Plan 2009-14

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

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

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

**Prepare people for the new world that awaits.**

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

**Be a community leader.**

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

**Help students grow into leaders.**

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

**Forge many roads to success.**

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

**Stand behind our promise to students.**

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

**Be one of Canada's best employers.**

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

**Build the bottom line.**

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

**Tell a great story.**

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

## Core Businesses

### Funded Post-Secondary Education

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

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

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

### Apprenticeship Training

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

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

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

### Access

Centennial College delivers training for literacy, ESL, numeracy and other skills necessary to prepare learners for career education or to assist them to enter or re-enter the workforce. Basic skills training focuses on goal-directed, learner-centred literacy programs that help learners acquire the essential skills necessary to obtain employment, enrol in further training or education or achieve personal independence.

In addition, the college delivers employment preparation services under the Employment Ontario initiative including job search workshops and one-on-one employment advice and placement for youth and adults.

#### **International Education**

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

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

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

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

#### **Continuing Education and Corporate Training**

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

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

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

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

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

<p><b>Applied Research</b></p>	<p>In today's knowledge-based economy, innovation, resourcefulness and speed to market are keys to economic and social prosperity.</p> <p>Centennial's Applied Research and Innovation Centre advances knowledge and facilitates technology transfer through a large variety of projects involving industry, community and government partnerships.</p> <p>Applied research advances learning by enabling students to access the most up-to-date knowledge in their field of study. It keeps faculty current and enhances their professional development through hands-on involvement in research projects. It supports Centennial's applied-degree programs, articulation agreements, and certification and accreditation processes.</p> <p>Centennial seeks out and strengthens partnerships with local and regional community employers and industries to solve immediate problems and meet specific goals, through applied, market-driven research, development and commercialization.</p>
<p><b>Academic Excellence</b></p>	<p>Centennial College recognizes the importance of creating, developing and implementing a comprehensive quality assurance process to ensure academic and service excellence. Our approach extends beyond the rigorous compliance with external and government regulations, standards and practices, and strives further to uphold our institutional principle to "pursue excellence" to advance our mission. At Centennial College, quality assurance processes have been given a priority in our strategic commitments, our academic plans, our business plans and in our service functions. This focus has led us to develop a learning-centered college framework which emphasizes "learning for all" in terms of those who work, teach and learn at our college.</p> <p>Centennial College's Centre for Organizational Learning and Teaching (COLT), and its affiliated Centre for Learning Technology (CLT) guide, supports the learning-teaching exchange for students, staff, faculty, and administrators. Through staff, program, leadership, and organizational development initiatives, COLT serves not only to embed Centennial's institutional directions into practice, but also provides learning opportunities for faculty and staff to continue their personal and professional growth.</p>



## Commitment #1: In creating good global citizens, be recognized as just that

### Goal 1 : Signature Learning Experience (SLE)

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

Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Internationalize the SLE through the ongoing development of global service learning opportunities for students</li> </ul>	<ul style="list-style-type: none"> <li>Three new global service learning opportunities established; 20 students complete a Global Citizenship and Equity (GC &amp; E) experience</li> </ul>
<ul style="list-style-type: none"> <li>Sustain and enhance "Diversity" collections to continue to support the embedding of GC &amp; E into the learning experience</li> </ul>	<ul style="list-style-type: none"> <li>"Diversity" collections enhanced in the four campus libraries including new collections on Aboriginal, ethno-cultural, multi-lingual and gender education</li> </ul>
<ul style="list-style-type: none"> <li>Conduct a comprehensive review of Global Citizenship: from Social Analysis to Social Action (GNED 500)</li> </ul>	<ul style="list-style-type: none"> <li>Course revised and new textbook implemented in January 2011</li> </ul>
<ul style="list-style-type: none"> <li>Develop a GC &amp; E Post-diploma Program</li> </ul>	<ul style="list-style-type: none"> <li>GC &amp; E post-diploma program launched in January 2011 with a 20 student intake</li> </ul>
<ul style="list-style-type: none"> <li>Embed "Citizen Researcher" – an online research literacy learning resource in all GC &amp; E courses and in the library</li> </ul>	<ul style="list-style-type: none"> <li>"Citizen Researcher" embedded as a GC &amp; E and library resource by fall 2010</li> </ul>
<ul style="list-style-type: none"> <li>Develop global service learning opportunities for Centennial employees</li> </ul>	<ul style="list-style-type: none"> <li>Three global service learning opportunities for employees established; 4 staff complete a global GC &amp; E experience</li> </ul>
<ul style="list-style-type: none"> <li>Embed GC &amp; E outcomes into all programs</li> </ul>	<ul style="list-style-type: none"> <li>GC &amp; E outcomes embedded in all programs undergoing comprehensive review or substantial curriculum modifications as well as in all new programs</li> </ul>
<ul style="list-style-type: none"> <li>Develop additional GC &amp; E learning and development opportunities for all employees</li> </ul>	<ul style="list-style-type: none"> <li>Introduction GC &amp; E offered to all employees three times per year</li> <li>Inclusive Leadership Development program implemented</li> <li>Number of learning sessions offered increased by 10 % and employee participation rates increased by 10 %</li> </ul>

### Goal 2 : Institute for Global Citizenship and Equity

Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Implement and enhance college wide activities to enhance Centennial community's participation in our Institute for Global Citizenship and Equity</li> </ul>	<ul style="list-style-type: none"> <li>Four programs and activities offered: Living Library, Philosophers' Café, Global Digest, and an Annual Equity Conference – baseline data captured</li> </ul>
<ul style="list-style-type: none"> <li>Establish key committees to advise on College GC &amp; E infrastructure – including human rights compliance</li> </ul>	<ul style="list-style-type: none"> <li>Equity committee infrastructure established</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement survey tools to analyze under-representation and barriers affecting both employment and educational opportunities for target groups</li> </ul>	<ul style="list-style-type: none"> <li>Employee Self-identification Survey conducted (2010)</li> <li>Student Self-identification Survey conducted (2011)</li> </ul>

<ul style="list-style-type: none"> <li>Establish work plans with goals and timetables for each school and department</li> </ul>	<ul style="list-style-type: none"> <li>Employment Equity Plan for Inclusive Workplace (2010) implemented</li> <li>Student Equity Plan for Access &amp; Achievement (2011) implemented</li> </ul>
<ul style="list-style-type: none"> <li>Participate in the "Scholars at Risk" U.N. program</li> </ul>	<ul style="list-style-type: none"> <li>First scholar started in February 2010</li> </ul>
<ul style="list-style-type: none"> <li>Develop a Peer Reviewed Journal to showcase scholarly articles on diversity</li> </ul>	<ul style="list-style-type: none"> <li>Peer Review Team established - Fall 2010; first edition published - Spring 2011</li> </ul>
<ul style="list-style-type: none"> <li>Complete College Accessibility Plan per provincial government requirements</li> </ul>	<ul style="list-style-type: none"> <li>Compliance report submitted</li> </ul>
<ul style="list-style-type: none"> <li>2nd Annual Equity Conference developed</li> </ul>	<ul style="list-style-type: none"> <li>Second Annual Equity Conference conducted by Winter 2011</li> </ul>
<ul style="list-style-type: none"> <li>Review College Complaints Procedures, identify areas to be revised and identify relevant training needs</li> </ul>	<ul style="list-style-type: none"> <li>Complaints Procedures Review Report completed and training needs identified and implemented</li> </ul>

<b>Goal 3 : Portfolio Learning</b> <i>Expand implementation of portfolio learning across the College</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Embed the GC &amp; E portfolio</li> </ul>	<ul style="list-style-type: none"> <li>GC &amp; E portfolio embedded in all 2 year post-secondary programs going through the comprehensive review process and all new diploma programs</li> </ul>
<ul style="list-style-type: none"> <li>IT and the Centre for Organizational Learning and Teaching (COLT) collaborate to develop an e-portfolio solution</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate e-portfolio solution for the College identified by Jan. 2011</li> </ul>
<ul style="list-style-type: none"> <li>Portfolio coach positions created to track, guide, and support the integration of GC &amp; E portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Three portfolio coaches integrated into the portfolio development process for students</li> </ul>
<ul style="list-style-type: none"> <li>Portfolios implemented incrementally as part of performance management process for senior leaders</li> </ul>	<ul style="list-style-type: none"> <li>All Leadership Forum members implement portfolio learning</li> </ul>
<ul style="list-style-type: none"> <li>Introduce the development of teaching portfolios to faculty</li> </ul>	<ul style="list-style-type: none"> <li>Teaching portfolios introduced in: new faculty plus contract faculty orientations; revised Teacher Trainer of Adults Program; Centennial Learns and Faculty Fest</li> </ul>

<b>Goal 4 : Social Conscience and Sustainability</b> <i>Demonstrate the values of sustainability</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Training, consulting and research in sustainability, renewable energy and community power conducted through Centennial Energy Institute</li> </ul>	<ul style="list-style-type: none"> <li>Research partnership with Environment Studies - York University developed, two new research grants achieved</li> </ul>
<ul style="list-style-type: none"> <li>Investigate and utilize methods to reduce paper consumption and waste</li> </ul>	<ul style="list-style-type: none"> <li>Quantities of print materials, print costs and waste reduced by 5%</li> </ul>
<ul style="list-style-type: none"> <li>Ensure global service learning opportunities for students include sustainability activities</li> </ul>	<ul style="list-style-type: none"> <li>Students report and publish sustainability measures implemented in global service learning experiences</li> </ul>

<ul style="list-style-type: none"> <li>Design and construct the Library, Academic Facility and the Athletic &amp; Wellness Centre to meet Gold LEED (Leadership in Energy and Environmental Design) standards</li> </ul>	<ul style="list-style-type: none"> <li>Final certification of the Library and Academic Facility and Athletic and Wellness Centre as LEED Gold buildings achieved</li> </ul>
<ul style="list-style-type: none"> <li>Engage in Energy use reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Energy consumption reduced by 5%</li> </ul>

<b>Goal 5 : Applied Research and Innovation</b> <i>Accelerate student, employee and industry partner engagement in real world applied research and commercialization</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Increase applied research opportunities for students and employees, including international opportunities</li> </ul>	<ul style="list-style-type: none"> <li>The number of Colleges Ontario Network for Industry Innovation (CONII) and Applied Research &amp; Innovation Centre (ARIC) fellowship applications and completed projects increased by 10% and two new external grants achieved</li> </ul>
<ul style="list-style-type: none"> <li>Address research and development (R &amp; D) needs of local/regional employers</li> </ul>	<ul style="list-style-type: none"> <li>Three new local/regional industry partnerships developed, two industry outreach events conducted</li> </ul>

## Commitment #2: Prepare people for the new world that awaits

<b>Goal 1 : Applied Education</b> <i>Establish applied education opportunities to meet economic and social inclusion needs of our communities</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>In collaboration with School of Advancement develop a Language Training Centre in Continuing Education (CE)</li> </ul>	<ul style="list-style-type: none"> <li>Language Training Centre vision and framework developed and manager hired</li> </ul>
<ul style="list-style-type: none"> <li>Develop a training strategy for First Nations students, including Corporate Training solutions for the First Nations community</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum developed by Spring 2011</li> <li>Develop First Nations training strategy with CISCO by Winter 2011</li> </ul>
<ul style="list-style-type: none"> <li>Redesign the activities of the Employment Training Centre to pro-actively support clients who are re-skilling, career changing, and/or upgrading</li> </ul>	<ul style="list-style-type: none"> <li>Three new contracts with employers for retraining implemented</li> </ul>
<ul style="list-style-type: none"> <li>Expand program quality initiatives to include international satellite/offshore campuses and develop an appropriate audit tool</li> </ul>	<ul style="list-style-type: none"> <li>Criteria established and audit tool selected and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Extend GC &amp; E and quality principles to international off shore sites by building capacity through training and professional development (PD) opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Training plan for off-shore staff developed with 20% of staff trained</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen Co-op office initiatives to improve the Graduate Employment KPIs (Key Performance Indicators)</li> <li>Increase Co-op and graduate placement in community non-governmental organizations (NGOs)</li> </ul>	<ul style="list-style-type: none"> <li>Targeted events for programs with low KPIs implemented</li> <li>Minimum of five students placed in NGOs</li> <li>Three simulation workshops conducted</li> <li>Minimum of 20 students receive one-to-one support</li> </ul>

<ul style="list-style-type: none"> <li>• Create targeted interview simulations for students</li> <li>• Increase one-to-one support of students</li> </ul>	
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<b>Goal 2: Equity Principles – Academic and Career Success</b> <i>Apply equity principles in the development of new academic and career success strategies</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>• Review and recognize international internships and co-op employment towards partial conformance to exit requirements in relevant diploma programs</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities increased for co-op employment and wider selection of employers, with domestic and international collaboration</li> </ul>
<ul style="list-style-type: none"> <li>• Development of an incubator project to support connecting science, technology, and social entrepreneurs with business skills, and networks to create successful business enterprise and applied research opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot incubator project implemented and evaluated</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a comprehensive student exchange program based on lessons learned from the pilot Dominican Republic student service learning experience (spring 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive Centennial Student Exchange Manual published</li> <li>• Evaluation of the pilot Dominican Republic experience completed by Summer 2010</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and deliver new products for student study abroad program, teacher upgrading/training for overseas teachers, and educational leadership development for international administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Products developed for teacher upgrading/training</li> <li>• Opportunities identified for student study abroad program with external partners</li> <li>• Products developed for educational leadership development</li> </ul>

### Commitment # 3: Be a community leader

<b>Goal: Community Engagement</b> <i>Play an integral and active role to promote barrier-free learning in targeted communities</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>• Embed the Community Outreach Office permanently into College organizational structure</li> </ul>	<ul style="list-style-type: none"> <li>• Office created; permanently staffed and resourced</li> <li>• HYPE and First Generation primary learnings/best practices integrated into Office operations</li> <li>• Outreach and community partnerships expanded to other underrepresented communities</li> </ul>
<ul style="list-style-type: none"> <li>• Expand scope of Community Outreach Office to aboriginal communities</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal Outreach recruiter/coordinator hired</li> <li>• Targeted Aboriginal recruitment/transitions and retention strategies developed and implemented</li> </ul>
<ul style="list-style-type: none"> <li>• Design a new outreach ' iinitiative into the urban aboriginal community and implement first year of a two-year Federal Ministry of Citizenship and Immigration (MCI) contribution agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted outreach to aboriginal communities implemented</li> <li>• 50 aboriginal students in MCI program engaged</li> </ul>

<ul style="list-style-type: none"> <li>Implement emergency planning exercises</li> </ul>	<ul style="list-style-type: none"> <li>CC emergency preparedness exercise (lockdown) conducted</li> </ul>
<ul style="list-style-type: none"> <li>Establish an Emergency Management and Public Safety Institute (EMPSI)</li> </ul>	<ul style="list-style-type: none"> <li>Institute launched by Fall 2010</li> </ul>
<ul style="list-style-type: none"> <li>Establish a Multiyear Accountability Agreement (MYAA) oversight group to ensure cross-college strategies in place for under-represented groups; update MYAA report to Ontario government</li> </ul>	<ul style="list-style-type: none"> <li>Group established</li> <li>Under-represented groups identified and prioritized; strategies developed</li> <li>MYAA updated</li> </ul>
<ul style="list-style-type: none"> <li>Continue community outreach through "Play it Smart"</li> </ul>	<ul style="list-style-type: none"> <li>Play it Smart expanded to the Galloway area, With a target to service 200 students in 10/11</li> </ul>
<ul style="list-style-type: none"> <li>Expand the Junior Achievement partnership, and develop a new awareness of volunteerism in our student population</li> </ul>	<ul style="list-style-type: none"> <li>Program increased to impact at least 200 youth</li> </ul>

### Commitment # 4: Help students grow into leaders

<b>Goal: Student Leadership Passport</b> <i>Create opportunities for students to discover their leadership ability</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Develop criteria and framework for the Centennial Leadership Passport</li> </ul>	<ul style="list-style-type: none"> <li>Passport criteria developed, tracking activity and record developed</li> <li>Leadership credential created</li> <li>Passport implemented by Fall 2011</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide opportunities for students to strengthen leadership skills by becoming peer tutors</li> </ul>	<ul style="list-style-type: none"> <li>Peer tutor employment opportunities increased by 10%</li> </ul>
<ul style="list-style-type: none"> <li>Increase GC &amp; E leadership opportunities for our students</li> </ul>	<ul style="list-style-type: none"> <li>Centennial College Student Association Inc (CCSAI) executive given leadership training</li> <li>GC &amp; E Student Award implemented by 2011</li> <li>Student reports on their GC &amp; E experience abroad published on college website and blog</li> </ul>
<ul style="list-style-type: none"> <li>Create workshop infrastructure for preparation of students into student leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of five workshops on basic leadership skills for students conducted</li> </ul>
<ul style="list-style-type: none"> <li>Create a peer mentoring resource service to support peer mentoring across the College</li> </ul>	<ul style="list-style-type: none"> <li>Resource service for college peer mentoring programs implemented in the libraries</li> </ul>

### Commitment # 5: Forge many roads to success

<b>Goal 1: Student Pathways</b> <i>Expand opportunities for students to reach academic success</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Develop IT Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Three - five year IT plan approved and implementation begun by March 2011</li> </ul>

<ul style="list-style-type: none"> <li>Implement an expanded Banner student reporting solution to provide operational data analysis and support</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the comprehensive reporting solution</li> </ul>
<ul style="list-style-type: none"> <li>Development of a comprehensive IT Use Policy aligned to the IT strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>IT Use Policy implemented</li> </ul>
<ul style="list-style-type: none"> <li>Expand services in the Learning Centres for students requiring academic tutoring</li> </ul>	<ul style="list-style-type: none"> <li>Increased availability of peer-assisted learning</li> <li>Learning Circles (Supplemental Instruction) program expanded by 10% to respond to the needs of students in at-risk courses</li> </ul>
<ul style="list-style-type: none"> <li>Introduce fundamentals program for English for Academic Purposes (EAP)</li> </ul>	<ul style="list-style-type: none"> <li>Start-up fall 2010 with 20 students enrolled</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen and expand the number of joint degrees, articulations with universities, and dual credits</li> </ul>	<ul style="list-style-type: none"> <li>Three joint degrees, 10 articulations with universities and two dual credits achieved</li> </ul>
<ul style="list-style-type: none"> <li>Develop pathways documentation for entrance to the college</li> </ul>	<ul style="list-style-type: none"> <li>Pathways tools developed and used in all recruiting and advising functions</li> </ul>

<b>Goal 2: Student Success</b> <i>Establish strategies to enhance student transition and increase retention</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Provide increased access to bursaries for under-represented groups such as First Generation, Aboriginals, single parents and those with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of bursaries for under-represented groups increased by 25%</li> </ul>
<ul style="list-style-type: none"> <li>Develop pilot project to provide Ontario Student Assistance Program (OSAP) and Student Financial information to students and prospective students earlier</li> </ul>	<ul style="list-style-type: none"> <li>All fall 2010 entrants invited to attend on-campus sessions in June 2010 to complete OSAP with support of Student Financial Services staff</li> <li>OSAP application numbers compared to previous year to determine whether initiative prompted an increase in early application or in OSAP application rates overall</li> </ul>
<ul style="list-style-type: none"> <li>Work with Operational User Groups to improve usage of myCentennial by faculty and staff for the peak Fall registration cycle</li> </ul>	<ul style="list-style-type: none"> <li>Debrief meetings held with all areas following registration, issues identified and addressed</li> <li>Training sessions delivered just prior to the start of each semester with at least one additional session per semester.</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of Recruitment Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Plan implemented</li> <li>10% increase in attendance at on-campus events</li> </ul>
<ul style="list-style-type: none"> <li>Define, measure, and manage retention college-wide</li> </ul>	<ul style="list-style-type: none"> <li>Retention Data Tool refined and best practices identified</li> </ul>
<ul style="list-style-type: none"> <li>Introduce First Year Experience Office and transition initiatives, developing targeted initiatives for Aboriginal and other under-represented students</li> </ul>	<ul style="list-style-type: none"> <li>Director hired</li> <li>First Year Experience Office and plan developed</li> <li>Aboriginal initiatives developed and implemented</li> </ul>

<ul style="list-style-type: none"> <li>Fully implement the College's Retention Framework</li> </ul>	<ul style="list-style-type: none"> <li>Retention Task Force established</li> <li>Retention Data Tool implemented in all schools</li> <li>Process, transition, and intervention strategies developed</li> <li>Action Plan finalized and implemented</li> <li>2% increase in first-year retention by May 2012</li> <li>6% increase in Student Satisfaction KPI by May 2012</li> </ul>
<ul style="list-style-type: none"> <li>Enhance and coordinate the organization, training, delivery and monitoring of advisors and advising services.</li> </ul>	<ul style="list-style-type: none"> <li>College-wide advising model developed</li> <li>Advising standards and handbook created</li> <li>A minimum of three Advisor Training Sessions scheduled</li> <li>Advising evaluation instrument developed</li> </ul>
<ul style="list-style-type: none"> <li>Identify and respond to at risk students</li> </ul>	<ul style="list-style-type: none"> <li>At risk students identified and contacted; student academic and engagement plans implemented for each at risk student</li> <li>10% of at-risk students actively engaged in an academic plan</li> </ul>
<ul style="list-style-type: none"> <li>Promote and embed "retention aware" academic practices</li> </ul>	<ul style="list-style-type: none"> <li>Retention practice and student satisfaction/success on the agenda of all School/Faculty meetings</li> <li>Star Audit introduced to all Schools and conducted in a minimum of two Schools</li> <li>A minimum of three workshops held on Student Retention Strategies for Teachers</li> </ul>

## Commitment #6: Stand behind our promise to students

<b>Goal 1: Quality of Student Academic Experience</b> <i>Ensure that Centennial's academic programs and delivery provide students with an outstanding and rewarding experience</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Review online learning management system (LMS) requirements, align with curriculum development and delivery strategies</li> </ul>	<ul style="list-style-type: none"> <li>Learning Management System (LMS) selected by September 2010 and parameters established</li> </ul>
<ul style="list-style-type: none"> <li>Academic Deans/Directors implement a targeted action plan to improve student satisfaction in academic program KPIs</li> <li>Embed KPI action/improvement in all Deans' performance management plans (PMPs)</li> </ul>	<ul style="list-style-type: none"> <li>Dean's five step action plans to improve KPIs implemented: 1) written commitment to VPA (Jun/2010); 2) student focus groups conducted (Nov/2010); 3) all Deans meet with Corporate Planning Office (CPO) on KPI data (Jun/2010); 4) School KPI action plans presented to VPA/AVPA (Oct/2010); 5) All KPI Action Plans presented at Management Forum (Fall/2010)</li> <li>KPI improvement plans/outcomes embedded in all Deans' PMPs</li> </ul>
<ul style="list-style-type: none"> <li>Enhance quality of the student academic experience through comprehensive review,</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of PQAPA follow-up recommendations completed</li> </ul>

Program Quality Assurance Process Audit (PQAPA) implementation, accreditation, policy development, academic development, academic technology and staff development	<ul style="list-style-type: none"> <li>Improved results reflected in current measures of program quality</li> <li>Number of accreditations increased</li> <li>Development and Revision of academic policies completed and documented for 2010-11</li> <li>Participation in PD documented</li> <li>Student Satisfaction – Academic Excellence KPIs increased by 3 %</li> </ul>
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<b>Goal 2: Quality of Student Experience</b> <i>Ensure students' out-of-class experience is exceptional</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Produce communication pieces (both print and electronic) that are clear, concise and relevant to target audience, and ensure these pieces are produced in a timely and cost-effective manner</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback from students (tracked in social media outlets) and positive feedback from the schools or departments</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement a plan to analyze KPI results and improve student satisfaction in the out-of-class experience, especially the following questions:  #32: Counselling/Native Counselling/Advising Services  #33: Special Needs/Disability Services  #36: Registration/Records  #40: Financial Aid Services</li> </ul>	<ul style="list-style-type: none"> <li>Increase student satisfaction results in the following KPI questions: #32: +7%; #33: +6%; #36: +7%; #40: +10%</li> <li>Face to face surveys completed - minimum of 10% of student population;</li> <li>"Comment card" in service areas; on-line questionnaire for on-line registration; new student survey at orientation</li> <li>Results analyzed, action plan implemented</li> </ul>
<ul style="list-style-type: none"> <li>Improve Ashtonbee cafeteria, student, enrolment services' space</li> </ul>	<ul style="list-style-type: none"> <li>Plans developed and construction started</li> </ul>
<ul style="list-style-type: none"> <li>Sustain and enhance delivery of a full suite of library collections and services in support of Centennial's academic programs</li> </ul>	<ul style="list-style-type: none"> <li>Collections enhanced to support new programs</li> </ul>
<ul style="list-style-type: none"> <li>Sustain and enhance digital and web-based library services</li> </ul>	<ul style="list-style-type: none"> <li>Digital and web-based library services enhanced</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work in collaboration with Facilities and the Architects to plan and design new library and learning commons space at Progress campus</li> </ul>	<ul style="list-style-type: none"> <li>Plan and design work completed within timeline</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work in collaboration with Facilities, Student Association, and the Architects to plan and design new Athletic and Wellness Centre</li> </ul>	<ul style="list-style-type: none"> <li>Plan and design work completed within timeline and budget</li> </ul>
<ul style="list-style-type: none"> <li>Conduct LibQUAL survey to measure quality of library services, facilities, and information resources</li> </ul>	<ul style="list-style-type: none"> <li>Centennial Libraries participate in LibQUAL Canada 2010 survey conducted</li> </ul>
<ul style="list-style-type: none"> <li>Develop Libraries 3-5 year Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Libraries strategic plan completed and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Review Student Code of Conduct and Dispute Resolution Processes to improve fairness and equity in resolution of violence and security</li> </ul>	<ul style="list-style-type: none"> <li>Improvements made to the resolution process to address inequities, consistency and fairness to all parties involved</li> </ul>



related issues.	
<ul style="list-style-type: none"> <li>Security &amp; Safety staff participate in the development of a Threat Assessment Team and procedures to support the Violence Prevention Policy</li> </ul>	<ul style="list-style-type: none"> <li>Threat Assessment Team fully trained</li> </ul>
<ul style="list-style-type: none"> <li>Expand personal growth, community building and life skills opportunities through a review and re-launch of self-help workshops and development of well-being activities</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of six new workshops and activities developed using classroom sessions as well as web and video offerings</li> </ul>
<ul style="list-style-type: none"> <li>Establish the English Language Institute for the promotion of robust activities to support new English Language Learners and those needing additional support</li> </ul>	<ul style="list-style-type: none"> <li>Staffing completed; a minimum of 100 students served</li> </ul>

### Commitment #7: Be one of Canada's best employers

<b>Goal 1: Engaging and Inclusive Work Environment</b> <i>Enable and challenge our employees to be their best</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Continued implementation of IT industry standard best practices based on Information Technology Infrastructure Library (ITIL)</li> <li>Customer survey process will be developed and used to monitor and plan service improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced tracking of user requests and problems</li> <li>Measurement of IT performance against Service Level Agreements (SLA)</li> <li>Customer survey baseline data collected</li> </ul>
<ul style="list-style-type: none"> <li>Continue regular distribution of Three Questions to promote and ensure consistent two way flow of communication between Executive and employees</li> <li>New Employee Engagement Survey conducted</li> </ul>	<ul style="list-style-type: none"> <li>Three Questions published six times per year</li> <li>Employee Engagement Survey participation increased by 10%</li> </ul>
<ul style="list-style-type: none"> <li>Develop and maintain COLT website (intranet/Internet) as a portal for information dissemination, interactive discussion, and resource sharing</li> </ul>	<ul style="list-style-type: none"> <li>Increased hits by faculty and staff accessing website, utilizing resources</li> <li>Increased dialogue online between and among faculty/staff tracked</li> </ul>
<ul style="list-style-type: none"> <li>Development of an e-learning framework that supports learner centered pedagogy</li> <li>Series of PD events targeted to faculty exploring learner centered pedagogy</li> <li>Revamp New Faculty Orientation program that focuses on learning/teaching excellence, reflective and collaborative practices</li> <li>Revise Teacher of Adults Training Certificate program</li> </ul>	<ul style="list-style-type: none"> <li>E-learning framework implemented</li> <li>Number of PD events increased by 20%</li> <li>Customized PD events for individual schools imbedded in School meetings</li> <li>New faculty orientation program implemented</li> <li>Revised Teacher of Adults Training Certificate implemented</li> </ul>
<ul style="list-style-type: none"> <li>Document Centennial's "learning for all" &amp; "reflective practice" approaches as a model for life-long learning</li> <li>Detail learning opportunities and reflections on learning through a variety of forums including COLT website</li> </ul>	<ul style="list-style-type: none"> <li>The learning-centered college model implemented in two schools and two service departments and pilot groups evaluated</li> </ul>

<ul style="list-style-type: none"> <li>Collaborate with IT to implement "Off Hook Alarm" capabilities on the individual telephone set</li> </ul>	<ul style="list-style-type: none"> <li>"Off Hook" implemented</li> </ul>
<ul style="list-style-type: none"> <li>Implement a new recruitment and on boarding program across the College that reduces lag time in staffing for vacant positions and increases diversification and effectiveness of methods of selection across the employee groups</li> </ul>	<ul style="list-style-type: none"> <li>Managers report improved quality of candidates for their competitions (Survey)</li> <li>New employees report improved understanding of role contribution to strategic directions of institution (New Hire Survey)</li> <li>Number of involuntary terminations after two years reduced from baseline</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of new performance management system in the administrative group</li> </ul>	<ul style="list-style-type: none"> <li>100% of personal performance indicators align with strategic directions of the College</li> <li>Managers and employees report improved performance conversation (Survey)</li> </ul>
<ul style="list-style-type: none"> <li>Development and roll out of new succession management system</li> </ul>	<ul style="list-style-type: none"> <li>Critical positions/roles defined and identified across the college</li> <li>Successors identified for 80% of critical roles and positions across the college</li> <li>100% of recruitment opportunities evaluated as training opportunities to support succession</li> <li>100% of administrative employees have a succession profile in place</li> </ul>
<ul style="list-style-type: none"> <li>Implementation of Ontario's Occupational Health and Safety Act (OHSAS 18001) system for compliance</li> <li>Develop Wellness products and events</li> <li>Development of new policies and programs for Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>OHSAS 18001 implemented</li> <li>Improved legislated compliance (Internal Workwell Audit)</li> <li>Increased recognition and retention of safety issues by staff (Survey)</li> <li>Three wellness events held annually across all campuses</li> <li>New Experimental Rating Program (NEER) Statement implemented for WSIB claim cost reductions and return to work</li> <li>Decreased cost of average accommodations</li> <li>Employee awareness of wellness products and services (Survey)</li> </ul>

## Commitment #8: Build the bottom line

Goal 1: Balance Budgets	
Implement 2010-11 Operational and Capital budgets that support the strategic plan objectives	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Support enrolment growth by investing in human capital to continue building excellence academic delivery and student experience</li> </ul>	<ul style="list-style-type: none"> <li>59 new full time employee hires</li> </ul>
<ul style="list-style-type: none"> <li>Maintain life cycle replacement of IT assets</li> </ul>	<ul style="list-style-type: none"> <li>Budget efficiencies; reduced outages</li> <li>Improved student and staff experience with the use of IT assets</li> </ul>

<ul style="list-style-type: none"> <li>Maintain continued investment in IT infrastructure and solutions</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced availability of IT infrastructures and solutions that are effectively aligned with College needs</li> </ul>
<ul style="list-style-type: none"> <li>Manage and complete major capital investments: Library and Academic Space, SCAS, Athletic and Wellness Centre, Ashtonbee renovations</li> </ul>	<ul style="list-style-type: none"> <li>Projects completed on time and within budget based on Board of Governors approved budgets and timelines</li> </ul>
<ul style="list-style-type: none"> <li>Maintain a prudent approach to budget planning, control spending and improve expenditure efficiency and oversight</li> <li>Per Purchasing Policy guidelines tender various operations and maintenance contracts to obtain competitive bids to meet a performance benchmark clearly defined</li> </ul>	<ul style="list-style-type: none"> <li>Variance between expenditure and budget balanced</li> <li>Quality and level of service improvements within target budget</li> <li>Updated policies/procedures and Internal Controls submitted to the Board of Governors in April 2010</li> </ul>
<ul style="list-style-type: none"> <li>Provide direction and leadership in developing capital project lists including deferred maintenance projects</li> <li>Implement approved projects within approved budgets allocated and in a timely manner to support program requirements</li> </ul>	<ul style="list-style-type: none"> <li>Projects completed on time and within budget, based on Board of Governors approved budgets and timelines</li> </ul>

<b>Goal 2 : Strategic Enrolment Growth</b> <i>Increase enrolment to meet college business objectives</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Imbed Strategic Enrolment Management (SEM) Plan into College planning process</li> </ul>	<ul style="list-style-type: none"> <li>SEM Plan imbedded and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Increase and diversify international enrolment</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in registrations of regular international (VISA) and international transfer students (ITS)</li> <li>Five new MOUs and articulations creating a flow of students</li> </ul>
<ul style="list-style-type: none"> <li>Increase Continuing Education enrolment</li> </ul>	<ul style="list-style-type: none"> <li>2% increase in registrations from 2009-10 actual enrolment</li> </ul>

<b>Goal 3: Business Development</b> <i>Continue to grow revenue-generating academic opportunities outside of traditionally funded activities</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Establish new Corporate Training brand identity</li> <li>Increase revenue through new Corporate Training activities with appropriate HR supports</li> <li>Implement new processes, procedures and tracking mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Training brand identity established</li> <li>Processes, procedures and tracking mechanisms improved for increased</li> <li>New Corporate Training opportunities established</li> <li>16 % growth achieved</li> </ul>
<ul style="list-style-type: none"> <li>Diversify and increase revenue through International Business Development</li> </ul>	<ul style="list-style-type: none"> <li>Two offshore operations established (Panama, Turkey)</li> <li>10% growth of International student enrolment achieved</li> </ul>

<b>Goal 4: Fundraising Capacity</b> <i>Continue to build fundraising capacity</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Increase endowment funds for scholarships and bursaries</li> </ul>	<ul style="list-style-type: none"> <li>Endowment funds increased by 17%</li> </ul>

## Commitment #9: Tell a great story

<b>Goal: Brand Messaging</b> <i>Ensure strong recognition of the College</i>	
Initiatives	Measures of Success
<ul style="list-style-type: none"> <li>Increase College brand recognition through promotion and marketing of applied research and innovation success stories – internally and externally</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in number of industry inquiries about applied research opportunities</li> <li>Five new faculty/student industry/community partnership and innovation success stories published on Centennial's website and submitted to press</li> </ul>
<ul style="list-style-type: none"> <li>Create unique, leading edge communication tools, campaigns and compelling media stories. Maintain and increase top of mind awareness, differentiate the college in a competitive market and create a reputable college of choice.</li> </ul>	<ul style="list-style-type: none"> <li>Top of mind awareness maintained and increased among prospective students, employees, parents, donors and government officials, successes achieved throughout the College.</li> </ul>
<ul style="list-style-type: none"> <li>Amplify reach and actively engage with online communities around the Centennial Brand and Academic activities</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of Search Engine Optimization, Search Engine Marketing and Social Media Marketing</li> </ul>
<ul style="list-style-type: none"> <li>Manage media and relationship building</li> </ul>	<ul style="list-style-type: none"> <li>Crisis communication management and Centennial College profiles in the media</li> </ul>
<ul style="list-style-type: none"> <li>Create school specific materials and advertising for targeted groups</li> </ul>	<ul style="list-style-type: none"> <li>Ensure creation of customized print publications, online program database and advertising materials</li> </ul>
<ul style="list-style-type: none"> <li>Continue to enhance myCentennial as an information portal to current full time students, part-time students and prospective students.</li> </ul>	<ul style="list-style-type: none"> <li>Developing and maintaining current information through student/prospect focused activities in collaboration with Enrolment services and Schools/Departments</li> </ul>
<ul style="list-style-type: none"> <li>Increase and diversify brand communications to partners, prospective partners, Government agencies and Community agencies</li> </ul>	<ul style="list-style-type: none"> <li>Materials developed, approved and distributed through print and online channels</li> </ul>
<ul style="list-style-type: none"> <li>Utilize strengthened internal communications to re-affirm brand within the college community</li> </ul>	<ul style="list-style-type: none"> <li>Developing community engagement tools and continue outward communications initiatives to keep college informed on critical college news and initiatives</li> </ul>
<ul style="list-style-type: none"> <li>Increase external awards</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of award submissions over past year</li> </ul>
<ul style="list-style-type: none"> <li>Initiate and implement College Archives project (historical elements of the Centennial story)</li> </ul>	<ul style="list-style-type: none"> <li>First phase of College Archives project completed</li> </ul>
<ul style="list-style-type: none"> <li>Sustain and enhance internal orientation and</li> </ul>	<ul style="list-style-type: none"> <li>Internal marketing program implemented</li> </ul>

marketing program to promote Library and Learning Centre services to Centennial students.	
<ul style="list-style-type: none"> <li>Narrate the global citizenship and equity work undertaken by students and employees</li> </ul>	<ul style="list-style-type: none"> <li>Increased number and quality of stories as told through blogs, portfolios, learning communities, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Publicize the academic expertise and contributions of our staff</li> </ul>	<ul style="list-style-type: none"> <li>Increased presentations at conferences and published works by staff</li> <li>Document "Centennial Writes" contributions with the number of published pieces by Centennial College staff</li> <li>Academic achievements chronicled in the VPA Newsletter</li> </ul>

## Major Capital Investments

At a time when many Canadian colleges and universities are running budget deficits and some are weighing program closures Centennial College delivered an \$11.0 million surplus in 2009-10. As a result of strong enrolment growth and cost control we will meet our long-term objectives and continue to invest in the creation and maintenance of exceptional teaching and learning environments.

### Library and Academic Facility, Progress Campus

In 2009, the College began construction of this four-storey building at Progress campus. The 104,000 square-foot, Gold LEED-certified facility will provide space for 1,900 students as well as a library, lecture theatre, learning commons and small gallery. Funded by the Ministry of Training, Colleges and Universities (MTCU), the federal Knowledge Infrastructure Program (KIP) and the College, the \$52.5-million addition will form the new “front door” of the flagship campus and provide excellence in learning space for our students. It will open in September, 2011.

### Scarborough Centre for Alternative Studies (SCAS)

Centennial is responding to the immediate (Fall 2010) need for more teaching space by acquiring the Scarborough Centre for Alternative Studies (SCAS) from the Toronto District School Board in time for September classes. The building, which is situated at Centennial’s Progress Campus, will provide classroom and lab capacity for 1,900 students. This purchase dovetails with the province’s plans to create another 20,000 spaces this year in its colleges and universities. The purchase and retrofit is budgeted to cost \$25.1 million. This facility will also allow for the allocation of the Administrative staff from 1960 Eglinton Avenue (Ashtonbee Annex).

### Ashtonbee Campus

Centennial is proposing an approximately \$18.5-million investment in Ashtonbee Campus will bring much needed renewal and growth to our oldest property and to the largest School of Transportation in Canada, through the addition of a new library, student services space and upgrades to the gym and fitness facilities.

### Athletic and Wellness Centre

Centennial students can look forward to making use of the new Athletic and Wellness Centre in 2011, a state-of-the-art renewal and expansion of the existing Progress Campus gym. Its \$22.3-million budget is administered by the Centennial College Student Association Inc. and was approved by student referendum. As well as meeting recreational, athletic and wellness needs, the gymnasium area can also be used for tradeshow, concerts, large meetings and special events, such as Centennial’s convocation.

### Academic and Support Services

The College has allocated \$7.8 million in its 2010/11 budget to continue funding projects that will enhance campus safety and security, that address the growing needs of our academic areas for academic renewal, and for equipment to enhance the quality and occupational relevance of our programs.

The major projects include Smart Classroom technology, and other equipment for classrooms and

labs, to enhance the quality and occupational relevance of our programs and to ensure our learning environment meets required technology standards, IT projects to include ongoing Banner ERP system projects, the regular renewal of our computer labs and other information and communications infrastructure, deferred maintenance and facility improvements and safety, security and accessibility for Ontarians with Disabilities Act projects

### **The Guild Inn**

Planning and development continues with all stakeholders, including Centennial's Cultural Heritage Institute, the City of Toronto, the local Scarborough community and private investors, in the joint creation of a conference centre and a 120-room boutique hotel with restaurant while preserving this gracious and prized cultural heritage site.

## Foundational Documents

### Our Mission and Vision

Our mission is educating students for career success.



Our vision is transforming lives and communities through learning.



### **Academic Framework**

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

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

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

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

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

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

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

## Statement of Diversity

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



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

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

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

## Our Guiding Principles

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

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

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

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

## Our Commitment

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

