

2011-12

Centennial College Business Plan

CENTENNIAL
COLLEGE
INNOVATION



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Executive Summary

Centennial College's 2011-12 Business Plan highlights initiatives focusing on learning and engagement. We will enhance the student experience through innovative academic programming, and investment in our people and our facilities. Ongoing and new initiatives enhance our capacity to provide an exceptional learning experience – truly transforming lives and communities.

This year's investments will have significant impact on **Student Success**:

- 29 new full time positions support student success. New staff will focus on student retention and support graduate employment. Fifteen additional full-time faculty will enter the classroom
- Implementation of the Strategic Enrolment Management (SEM) Plan further differentiates target markets and helps us to increase domestic enrolment by 2.1% and international enrolment by 8.4%
- The Student Retention Action Plan embeds best practices, enhances student orientation and the first-year experience, increasing retention by 1%
- Academic program development and review processes create 4 new diploma programs and 6 new degree programs for Fall 2012 start-up, enhancing our reputation and attracting new students
- New articulation agreements with universities, 2 new dual credit programs, and 3 new accreditations (a total of over 30 accreditations to date), build more pathways and enhance our reputation
- The new Institute for Academic Enrichment expands opportunities for students to achieve success by putting more resources where students need them most
- Reflective practice and portfolio learning, through our Centre for Organizational Learning and Teaching (COLT), supports excellence
- The new Centennial Student Passport enables leadership development and provide opportunities to earn a second credential
- Increased applied research college-industry opportunities accelerates innovation and entrepreneurial job-ready skills and employability
- The New Career Centre (Progress Campus) offers prospective and current students, as well as alumni, enhanced career development opportunities
- The opening of the new Library and Academic Facility and the Athletic and Wellness Centre at the Progress Campus, combined with the Ashtonbee Campus renewal project, increases our capacity to provide more flexible, inclusive, learning-centred environments, improving the overall quality of the student experience

The commitment, innovation and achievements of Centennial's employees are the reason for Centennial's transformation. Our people are our core strength. Initiatives this year are informed by what we learned in the 2010 Employee Engagement Survey:

- Employee feedback links their contribution to the College's direction and performance
- Career Development Plans identify training needs and support our employees' aspirations and opportunities for growth
- Learning opportunities for leaders strengthen the skills needed to support and manage the continuing transformation of the College

True to our vision of transforming lives and communities through learning, our commitment to **Global Citizenship** gives us a unique position in the marketplace and an ability to serve students at home and around the world:

- Expanded community outreach and student engagement with under-represented groups including Aboriginal individuals, builds capacity for social inclusion and equity
- Global Service Learning opportunities for students and employees continue to inspire global citizenry, equity and social justice
- Our peer-reviewed and online Global Citizen Digest further distinguishes our competitive advantage through scholarly research, publications and knowledge transfer, increasing our reputation for excellence
- Continued diversification of our international student body, and enhanced student orientation to Canada, increases our reputation as the College of choice for both international and domestic students who want a truly global educational experience

The Centennial community is committed to maintaining high standards of fiscal management and excellence through sustainable **Financial Stewardship**. In 2011-12 we will continue to effectively manage our immediate deliverables, identify and exploit new opportunities and build on our strategic vision for long term growth and sustainability, not just for the good of the College, but for the good of the broader community in which we live:

- Two capital investments - \$52.5 million for the Library and Academic Facility, \$22.3 million for our new Athletic and Wellness Centre – will complete this year, providing our students with wonderful new learning and social environments
- A \$26.4 million investment to renew the Ashtonbee Campus begins this year providing much needed improvements, increasing visibility and attracting new students
- \$.5 million will be invested in strategic initiatives focusing on academic and service excellence
- The completion of a Strategic Master Space Plan articulates our vision for the future, and for our place in the larger community
- Our Endowment fund will grow from \$11.8 million to \$13.3 million, providing our students with the additional support they need to succeed
- Our International Endowment fund will grow from \$.8 million to \$1.3 million providing more opportunities for global service learning for students, faculty and staff

The College continues to gain national attention for our work from applied research to global citizenship. To ensure our ongoing **Recognition for Excellence** we will:

- Accelerate new ideas to the market place and incubate new companies through industry-college applied research and innovation, increasing market competitiveness, jobs and productivity
- Excel during the next Program Quality Assurance Process Audit, which begins Fall 2011
- Launch our innovative new website which will increase our reputation and reach to prospective students
- Develop new communications tools to help us influence government and engage partners

- Celebrate our employees' and students' achievements and excellence at events at home and internationally and nationally through symposia and conferences

By definition, a Learning-Centred College focuses its resources – human and financial – on areas that have the greatest impact on learning. Centennial College's 2011-12 Business Plan demonstrates just such a strategy. It allows us to continue to fulfil the promises in Our Book of Commitments - with renewed passion and inspiration.

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 of Entrepreneurship offers small business start-up training to more than 300 clients annually.

Applied Research

In today’s knowledge-based economy, innovation, resourcefulness and speed to market are keys to economic and social prosperity.

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.

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.

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.

Academic Excellence

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.

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.

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, social justice and equity into the learning experience

Initiatives	Measures of Success
<ul style="list-style-type: none"> Launch 'Global Citizenship and Equity' post diploma program 	<ul style="list-style-type: none"> 10-15 students enrolled in Fall 2011
<ul style="list-style-type: none"> Internationalize the SLE through expansion of global service learning opportunities 	<ul style="list-style-type: none"> Minimum of 4 types of global service learning opportunities Minimum of 32 students complete a global SLE
<ul style="list-style-type: none"> Internationalize the SLE through established offshore opportunities for Centennial staff 	<ul style="list-style-type: none"> 12 staff complete offshore opportunities
<ul style="list-style-type: none"> Internationalize the SLE message for students and stakeholders outside of Canada 	<ul style="list-style-type: none"> International students speak about SLE. Centennial is recognized internationally for its SLE
<ul style="list-style-type: none"> Life Safety and Security Department to work with Student Learning and Engagement Division (SLED) on Case Management Protocols 	<ul style="list-style-type: none"> Case Management System implemented
<ul style="list-style-type: none"> Create co-curricular learning opportunities and events that support the SLE and provide an online interface through humanracebook.com (HRB) and Centennial Internet Radio (CIR) to promote and support a community of learners 	<ul style="list-style-type: none"> 4-6 co-curricular learning opportunities offered across the College; 3-4 HRB and CIR programming promote and engage SLE related dialogue
<ul style="list-style-type: none"> Embed Citizen Researcher as a resource for the SLE faculty and students 	<ul style="list-style-type: none"> Citizen Researcher available to all students
<ul style="list-style-type: none"> Review curriculum to incorporate teaching and learning strategies that will "green" our curriculum. 	<ul style="list-style-type: none"> Complete "green review" by end of 2011-12 academic year
<ul style="list-style-type: none"> Deliver library programs that reflect the SLE philosophy of global citizenship, social justice, and equity 	<ul style="list-style-type: none"> Human Library program developed and implemented Holocaust Education Week program developed and delivered at Centennial
<ul style="list-style-type: none"> Continue to sustain and enhance diversity collections to support the embedding of the SLE philosophy of global citizenship, social justice, and equity 	<ul style="list-style-type: none"> Diversity collections enhanced in all four campus libraries
<ul style="list-style-type: none"> Initiate activity in development and alumni relations in key international markets (China and Turkey) 	<ul style="list-style-type: none"> Recruitment of support from key industry and alumni in China and Turkey
<ul style="list-style-type: none"> Establish more scholarships in area of global mobility projects 	<ul style="list-style-type: none"> Office of Development and Advancement (ODA) with International

Department create and implement a 5 year plan to raise funds through local multicultural groups

Goal 2 : Centre for Global Citizenship and Equity Education

Begin the transformation of the Office of Equity and Inclusion into the Centre for Global Citizenship and Equity Education

Initiatives	Measures of Success
<ul style="list-style-type: none"> Complete and implement Student Complaints Policy and Procedures 	<ul style="list-style-type: none"> New Student Complaints Policy and Procedures implemented
<ul style="list-style-type: none"> Increase Sponsorship support for the "Engaging Hearts and Minds" Conference 	<ul style="list-style-type: none"> Sponsorship support increased

Goal 3 : Portfolio Learning

Expand implementation of portfolio learning across the College

Initiatives	Measures of Success
<ul style="list-style-type: none"> Implement portfolio in the General Arts and Science Program – Arts Stream 	<ul style="list-style-type: none"> Portfolio to be implemented in Fall 2011 Portfolio coach in place
<ul style="list-style-type: none"> Embed Portfolio into GC&E post-graduate program 	<ul style="list-style-type: none"> Portfolio learning implemented in GC&E post-graduate program
<ul style="list-style-type: none"> Provide guidance and assistance to schools in the embedding of GC&E portfolio 	<ul style="list-style-type: none"> Incrementally introduce portfolio - 20 more programs by September 2011, supported by 3 advisors
<ul style="list-style-type: none"> Build capacity amongst college leaders to develop professional portfolios 	<ul style="list-style-type: none"> 25-40% of college leaders have professional portfolios in place

Goal 4 : Social Conscience and Sustainability

Demonstrate the values of sustainability

Initiatives	Measures of Success
<ul style="list-style-type: none"> Evolve Pimootewin project into a sustainable program 	<ul style="list-style-type: none"> Secure on-going funding from Ministry of Citizenship and Immigration (MCI)
<ul style="list-style-type: none"> Increase number of international services and academic learning experiences 	<ul style="list-style-type: none"> A minimum of 4 types of international opportunities organized At least 32 students and 12 staff participate in organized international opportunities
<ul style="list-style-type: none"> Connect with Employers, Employment Services and other employment providers to promote Centennial College as a partner in workforce development 	<ul style="list-style-type: none"> Second Career enrolment maintained Staff trained to provide outreach advising to potential partners Two new partner employers identified and training needs referred to Centennial
<ul style="list-style-type: none"> Improve Centre of Entrepreneurship (COE) activities to support small business setup for students and graduates Market incubator support to domestic 	<ul style="list-style-type: none"> Establishment of business incubator sites on all campuses 5% increase in students and graduates in the advising program supporting

students	business start up
<ul style="list-style-type: none"> Increase Emergency Preparedness at all campuses 	<ul style="list-style-type: none"> Lock down drills, command centre training, a table top exercise and full simulation exercise conducted, emergency preparedness plan revised based on best evidence
<ul style="list-style-type: none"> Implement sustainable initiatives that result in monetary savings 	<ul style="list-style-type: none"> Energy consumption on campus reduced by 3%
<ul style="list-style-type: none"> Engage in paper use reduction initiatives 	<ul style="list-style-type: none"> Pilot "print-on-demand" for marketing activities
<ul style="list-style-type: none"> Implement a green roof for the CCC 	<ul style="list-style-type: none"> Portable Green Roof (plants in large moveable trays) implemented by late Fall 2011
<ul style="list-style-type: none"> Initiate a "sustainable campaign" with the expansion of business offerings 	<ul style="list-style-type: none"> New fund raising policies and procedures in place Maintain current donor base of 450 relationships, raise both in cash, and in kind of \$2.8M (including alumni revenue), increase new donor base to 475 donors.

Goal 5 : Applied Research and Innovation

Accelerate student, employee and industry partner engagement in real world applied research and commercialization

Initiatives	Measure of Success
<ul style="list-style-type: none"> Strengthen Bio/Green/IT/serious gaming related applied research partnerships with industry 	<ul style="list-style-type: none"> National media coverage of 3 success stories in these sectors
<ul style="list-style-type: none"> Fund and resource an " Experimental design" lab in health/wireless communication with industry partners 	<ul style="list-style-type: none"> Federal funding achieved, lab established
<ul style="list-style-type: none"> Classroom-based research increased by faculty 	<ul style="list-style-type: none"> 2 learning opportunities/events on classroom based research offered 6 new classroom-based research projects initiated
<ul style="list-style-type: none"> Increase applied research opportunities for students and employees 	<ul style="list-style-type: none"> 10% increase in student research participation over 2010-11
<ul style="list-style-type: none"> Address R & D activities of local/regional employers 	<ul style="list-style-type: none"> 10 new industry partnerships developed 3 new grants achieved 2 industry outreach events held

Commitment #2:**Prepare people for the new world that awaits****Goal 1 : Applied Education**

Establish applied education opportunities to meet economic and social inclusion needs of our communities

Initiatives	Measures of Success
<ul style="list-style-type: none"> Launch the Institute for Academic Enrichment 	<ul style="list-style-type: none"> Three components: Centre for Academic English Support, Centre for English Language Studies and the Assessment Centre operational by Fall 2011
<ul style="list-style-type: none"> Build upon the popularity of Modified Apprenticeship Programs (MAP) by investigating possible offering of a Hyundai/Kia/Suzuki MAP. 	<ul style="list-style-type: none"> One new partnership established
<ul style="list-style-type: none"> Increase level and duration of English language training to Arabic apprenticeship trainees 	<ul style="list-style-type: none"> 50% increase in English-language training for Arabic trainees
<ul style="list-style-type: none"> Begin Aboriginal Music program 	<ul style="list-style-type: none"> Program developed and marketed – first cohort in September 2013 (20 students)

Goal 2: Equity Principles – Academic and Career Success

Apply equity principles in the development of new academic and career success strategies

Initiatives	Measures of Success
<ul style="list-style-type: none"> Increased opportunities for co-op employment and wider selection of employers, with domestic and international collaboration 	<ul style="list-style-type: none"> Full-time Co-Op Coordinator hired to manage industry contacts and promote domestic and international students to prospective employers
<ul style="list-style-type: none"> Review of admissions, language, orientation and placement issues by Committee for the Quality Experience of International Students 	<ul style="list-style-type: none"> Clearly stated policies, procedures and guidelines are accessible and public

Commitment #3:**Be a community leader****Goal 1: Community Engagement**

Play an integral and active role to promote barrier-free learning in targeted communities

Initiatives	Measures of Success
<ul style="list-style-type: none"> Work with Native Child and Family Services to recruit Aboriginal students into our upgrading programs 	<ul style="list-style-type: none"> 45 Aboriginal students served
<ul style="list-style-type: none"> Build a relationship with Toronto Council Fire to seek sustainable 	<ul style="list-style-type: none"> Funding secured

funding for Pimootewin project	
<ul style="list-style-type: none"> Increased Brand Awareness for Continuing Education – info sessions, community networking Build Existing Partnerships , specifically Canadian Association of Retired Persons (CARP), Canadian Society for Training and Development (CSTD), Certified General Accountants (CGA) 	<ul style="list-style-type: none"> 6 Info Sessions held 1 Partner event held
<ul style="list-style-type: none"> Expand community outreach and student transition activities for students from the following under-represented groups: women in skilled trades and Francophone 	<ul style="list-style-type: none"> Framework for outreach, recruitment and transition programming developed and implemented
<ul style="list-style-type: none"> Develop overarching framework for student volunteering in the community 	<ul style="list-style-type: none"> All local volunteering initiatives captured and operating within this framework, and new volunteering activities (a minimum of 3 – 6 undertaken)
<ul style="list-style-type: none"> Continue community outreach through expanded involvement with the Junior Achievement partnership (college ambassador and March "JA-in-a-day"), involvement with Progress Career Planning Institute (PCPI) Become a member of the Junior Achievement Ontario "Ambassador" program (for colleges) 	<ul style="list-style-type: none"> Junior Achievement (JA in a Day) Day held May 3/2011 and continued in 2011-12
<ul style="list-style-type: none"> Establish an Emergency Management and Public Safety Institute (EMPSI) 	<ul style="list-style-type: none"> EMPSI launched spring 2011
<ul style="list-style-type: none"> Develop a strategic plan in the area of development and alumni engagement 	<ul style="list-style-type: none"> Plan completed and implemented

Commitment #4:

Help students grow into leaders

Goal: Student Leadership Passport Create opportunities for students to discover their leadership ability	
Initiatives	Measures of Success
<ul style="list-style-type: none"> Engage GNED 500 students in social action initiatives outside the GNED 500 course 	<ul style="list-style-type: none"> Approx. 200 students participate in Institute Conference – Many Faces, Many Voices Approx. 150 students participate in Holocaust week events and other events in the college which provide leadership opportunities
<ul style="list-style-type: none"> Promote service learning, the Centennial Leadership Passport, and the relevant dual credential 	<ul style="list-style-type: none"> Service learning and Leadership Passport communications plan developed and implemented

opportunity	
<ul style="list-style-type: none"> Embed and implement overarching framework for service learning, volunteering, peer mentoring and student leadership initiatives in conjunction with the Leadership Passport 	<ul style="list-style-type: none"> Peer mentoring and student leadership systems implemented
<ul style="list-style-type: none"> Expand the number of Internal Consulting Group (ICG) projects involving internship students and external and internal clients. 	<ul style="list-style-type: none"> Expanded the number of ICG projects with external and internal clients by 10%

Commitment #5:

Forge many roads to success

Goal 1: Student Pathways Expand opportunities for students to reach academic success	
Initiatives	Measures of Success
<ul style="list-style-type: none"> Dual credit opportunities with 2 additional high schools in collaboration with local district school boards 	<ul style="list-style-type: none"> Dual credit proposals in robotics/automation, and energy programs developed
<ul style="list-style-type: none"> Develop bridging program from Computer Systems Networking Technician Diploma program to Computer and Communications Network Degree program 	<ul style="list-style-type: none"> Program approval by Board of Governors
<ul style="list-style-type: none"> Create new apprentice programs in the area of energy Apply and obtain approval for block release option of Electrician and Refrigeration & A/C programs currently offered as day release 	<ul style="list-style-type: none"> Submission of 2 apprenticeship applications to the Ministry for new apprenticeship offerings in AMAT
<ul style="list-style-type: none"> Articulate Centennial programs with International institutions in established, developing and new markets 	<ul style="list-style-type: none"> 10 new articulation agreements signed
<ul style="list-style-type: none"> Develop program to meet the needs of the international community 	<ul style="list-style-type: none"> Language Learning Program redeveloped with continuous intake, customized by component and in house TOEFL testing implemented
<ul style="list-style-type: none"> Provide accessible, safe, comfortable campus learning environments where students feel welcome and can engage in all levels of academic and social activities 	<ul style="list-style-type: none"> Increased level of student use in on-campus facilities such as the Library, Cafeteria, Gymnasium, Touchdown spaces
<ul style="list-style-type: none"> Appoint new counsellor to meet ever increasing demand of students 	<ul style="list-style-type: none"> Continued improvements in retention rates amongst students with disabilities, by at least

presenting with disabilities.	1 per cent, as measured by the new Retention Data Tool.
<ul style="list-style-type: none"> Expand capability of Student Relations Office to manage and facilitate investigations 	<ul style="list-style-type: none"> Faster process times to investigate and review cases, including complex human rights and sexual harassment cases
<ul style="list-style-type: none"> Begin Implementation of IT Strategic Plan Initiatives 	<ul style="list-style-type: none"> Tactical plan developed from the results of the IT Strategic Plan; initiatives identified in the Tactical Plan approved and implemented
<ul style="list-style-type: none"> Expand the Banner student reporting solution to provide the ability to do operational data analysis and support. 	<ul style="list-style-type: none"> Direct access to over 200 users to Finance, HR/Payroll and Student reports
<ul style="list-style-type: none"> Development of college bachelor's degrees 	<ul style="list-style-type: none"> 6 new degrees launched by Fall 2012
<ul style="list-style-type: none"> Pilot distance tutoring using Pronto 	<ul style="list-style-type: none"> Distance tutoring implemented and pilot launched in Fall 2011 semester
<ul style="list-style-type: none"> Hire additional tutor for math and science 	<ul style="list-style-type: none"> Students will have access to 35 additional hours of math and science tutoring each week
<ul style="list-style-type: none"> Build industry and educational partnerships to consider new post diploma and post graduate programs 	<ul style="list-style-type: none"> Partnership discussions with Acadia, Finland and Justice Institute, BC

Goal 2: Student Success
 Establish strategies to enhance student transition and increase retention

Initiatives	Measures of Success
<ul style="list-style-type: none"> Implement pathways from English Language Learning program for international students who are not yet eligible for admission into a college program to reach admission requirements for entry into college programs 	<ul style="list-style-type: none"> Pathways in place winter 2011
<ul style="list-style-type: none"> Improve the academic and support services for international students 	<ul style="list-style-type: none"> International retention rate increased by 2% First year student survey results from fall 2010, increased by 2% in fall 2011. Creation of marketing materials and increased communication regarding services offered to international students
<ul style="list-style-type: none"> Further enhancement of the Student Recruitment Plan to segment activity according to student profiles and focus on domestic, direct entry segment 	<ul style="list-style-type: none"> Increased domestic enrolment by 2.1%.
<ul style="list-style-type: none"> Begin to implement and embed the first year experience 	<ul style="list-style-type: none"> Clearly recognizable first year experience zone/office and first year experience framework in place Increased retention rates by 1% in first year
<ul style="list-style-type: none"> Review, revise, and measure Retention Framework activities 	<ul style="list-style-type: none"> Retention plan reviewed, updated and implemented

(objectives 1-8)	
<ul style="list-style-type: none"> Develop the capacity to conduct online surveys and focus groups to support quality improvement initiatives that are focused on institutional KPI priority areas and/or student retention initiatives 	<ul style="list-style-type: none"> Stakeholder feedback collected to measure satisfaction with research conducted by Institutional Research Department.
<ul style="list-style-type: none"> Evaluate the Smartskills™ pilot initiative for potential introduction in other programs 	<ul style="list-style-type: none"> Implement Smartskills™ initiative other programs.

Goal 3: Flexible Programming Offer flexible programming, delivery and opportunities to meet student needs	
Initiatives	Measures of Success
<ul style="list-style-type: none"> Introduce blended learning model in selected GNED courses 	<ul style="list-style-type: none"> 3 courses will be offered in blended mode in Fall 2011
<ul style="list-style-type: none"> Introduce blended learning model into English Courses (not COMM courses) 	<ul style="list-style-type: none"> 1 course will be offered in blended mode in Winter 2012
<ul style="list-style-type: none"> Identify courses suitable for Instructor Assisted Interactive learning 	<ul style="list-style-type: none"> Comprehensive program review process used to identify suitable courses, 24 programs reviewed
<ul style="list-style-type: none"> Increase Open Lab hours availability to accommodate academic student work 	<ul style="list-style-type: none"> 170 new stations for fall 2011 at Progress Campus
<ul style="list-style-type: none"> Invest in new program development in the areas of: <ul style="list-style-type: none"> Internationalization certification Media Health Business Distance Learning 	<ul style="list-style-type: none"> Developed 1 new program/course in each of the areas identified Marketing materials developed for each area
<ul style="list-style-type: none"> Increase corporate training delivery in Iraq 	<ul style="list-style-type: none"> Double current training delivery in Iraq

Commitment #6:

Stand behind our promise to students

Goal 1: Quality of Student Academic Experience Ensure that Centennial's academic programs and delivery provide students with an outstanding and rewarding experience	
Initiatives	Measures of Success
<ul style="list-style-type: none"> Launch 'Health Foundations for ESL Students' program 	<ul style="list-style-type: none"> Piloted in Winter 2011
<ul style="list-style-type: none"> Evaluate the academic quality and consistency of delivery of revised GNED 500 course to be piloted in 	<ul style="list-style-type: none"> Positive feedback from faculty and students

winter 2011	
<ul style="list-style-type: none"> Improve KPI Student Satisfaction rating by improving quality of instruction provided by contract faculty 	<ul style="list-style-type: none"> Tracking tool for contract teaching in place
<ul style="list-style-type: none"> Improve management of Technical Support Team by hiring a 24 hour manager of technical services 	<ul style="list-style-type: none"> Improved tracking of inventory (single database) improving search engine efficiency by 30% Improve student and faculty satisfaction on KPI related technology question by 2%
<ul style="list-style-type: none"> Develop capacity for data driven decision making and appropriate reporting systems 	<ul style="list-style-type: none"> Reliable, continuous data readily available in the following areas: <ul style="list-style-type: none"> Registration Data Repeat Rate / Lifetime Value Primary Market Segments Cancellation Rates Financial reporting by program cluster and course levels Programming Data Enrolment trending by course
<ul style="list-style-type: none"> Develop Program Tools to ensure continuous improvement and capacity for introduction of new programs / courses 	<ul style="list-style-type: none"> 2 new program tools implemented
<ul style="list-style-type: none"> Develop and maintain institutional-level KPI action plan and track implementation of strategies twice a year 	<ul style="list-style-type: none"> Strategies reviewed, KPIs improved by 1%
<ul style="list-style-type: none"> Develop an Academic Plan 	<ul style="list-style-type: none"> Draft plan presented to academic and service area stakeholders, and then taken to Exec team for approval, integrated into SEM plans by April 2011
<ul style="list-style-type: none"> Develop An E-Learning Strategy 	<ul style="list-style-type: none"> Plan implemented - September 2011
<ul style="list-style-type: none"> Provide an effective online learning environment and promote its use in academic areas 	<ul style="list-style-type: none"> Implementation of new enhanced Learning Management System in 2011
<ul style="list-style-type: none"> Enhance the quality of teaching-learning exchange 	<ul style="list-style-type: none"> Teaching standards established Classroom based research capacity built through learning opportunities/events for faculty Retention aware classroom practices identified and tool kits produced for faculty E-learning tools and strategies integrated into curriculum delivery
<ul style="list-style-type: none"> Re-design existing Teacher/Trainer of Adult Program 	<ul style="list-style-type: none"> New design in place and the program established as the teacher education tool for contract and full-time professors
<ul style="list-style-type: none"> Establish what students/faculty expect as effective feedback by determining how teachers currently deliver feedback and by developing 	<ul style="list-style-type: none"> Chairs conduct reflective practice meetings with all full-time faculty and evaluation meetings with all part-time faculty and provide feedback and support for

and inventory feedback strategies

professional development

Goal 2: Quality of Student Experience

Ensure students' out-of-class experience is exceptional

Initiatives	Measures of Success
<ul style="list-style-type: none"> Implement student internship placement in the Employment Training Centre 	<ul style="list-style-type: none"> Programs in place and operating by spring 2011
<ul style="list-style-type: none"> Provide mentoring training for On-the-Job trainee supervisors in Saudi Arabia workplaces 	<ul style="list-style-type: none"> Reduced level of trainee drop-outs during OJT assignments Improvement in OJT experience/learning and all supervisors participate in training
<ul style="list-style-type: none"> Implement Workplace Violence and Harassment Policy and Program 	<ul style="list-style-type: none"> Policy and Programs/protocols implemented
<ul style="list-style-type: none"> Provide facilities that are comfortable for students and peers, environmentally sound and improve the health and safety of students 	<ul style="list-style-type: none"> Reviewed and addressing safety concerns within the OHSA Act. Engaged and training staff to follow Standard Operating Procedure for safety and operating equipment
<ul style="list-style-type: none"> Enhance student health and wellness 	<ul style="list-style-type: none"> Develop a Centennial Wellness strategy and action plan for students
<ul style="list-style-type: none"> Enhance student development by developing initiatives and working with students throughout their lifecycle with the College to establish a career focus continuum from prospect through graduation and beyond 	<ul style="list-style-type: none"> Development of a college-wide career services vision and action plan Open Career Centre at Progress Campus
<ul style="list-style-type: none"> Contribute to development of co-curricular learning opportunities for students that involve travel abroad or to other areas of Canada, as part of the implementation of our SLE 	<ul style="list-style-type: none"> The number of students who have the opportunity for learning-related travel will be at least 32, with at least 4- 6 learning trips organized and implemented Policies and guidelines will be developed to support this undertaking
<ul style="list-style-type: none"> Implement virtual software images that can leverage thin client technology 	<ul style="list-style-type: none"> 75 percent of computer lab images will be virtualized, and 25 percent of desktop applications will be virtualized
<ul style="list-style-type: none"> Move library collections, staff, and services from existing Progress library space into the new library facility at Progress campus 	<ul style="list-style-type: none"> Open new Progress library and learning commons with full services by September 2011
<ul style="list-style-type: none"> Provide self-check library service for students in the new Progress library 	<ul style="list-style-type: none"> New RFID security system, gates, and self-check installed and operational in new Progress library by September 2011
<ul style="list-style-type: none"> Provide self-check library service for students in the STC library 	<ul style="list-style-type: none"> New RFID security gates and self-check installed and operational in STC library by March 31, 2012
<ul style="list-style-type: none"> Develop and embed opportunities and mechanisms for student 	<ul style="list-style-type: none"> Mechanisms for student feedback embedded in all schools

<ul style="list-style-type: none"> feedback in all schools Organize student appreciation events at the program and School levels 	<ul style="list-style-type: none"> Student appreciation events held in all schools
<ul style="list-style-type: none"> Promote student committees and active involvement in college committees 	<ul style="list-style-type: none"> Table a report on student engagement in college committees
<ul style="list-style-type: none"> Develop Child and Family Resource Centre 	<ul style="list-style-type: none"> Plan established in 2011-12, to be implemented in 2012-13
<ul style="list-style-type: none"> Purchase and implement the Banner Student Aid for Canada (BSAC) Module 	<ul style="list-style-type: none"> Module implemented for use by SFS back office staff for control and distribution of funds Increase student satisfaction as noted in KPI item 40 – Financial Aid Services, by a margin of 10%.
<ul style="list-style-type: none"> Evaluate the success of the pilot project on appointment booking system for Student Financial Services (SFS) 	<ul style="list-style-type: none"> Reservation system in full use by students for SFS transaction processing
<ul style="list-style-type: none"> Purchase and install the Banner Relationship Management (BRM) baseline product 	<ul style="list-style-type: none"> Module implemented for use by Admissions/Recruitment back office staff to begin development of enhanced communications to current and prospective students

Commitment #7:

Be one of Canada’s best employers

Goal: Engaging and Inclusive Work Environment Enable and challenge our employees to be their best	
Initiatives	Measures of Success
<ul style="list-style-type: none"> Create international opportunities for staff 	<ul style="list-style-type: none"> 6 staff who participate in offshore opportunities Effective communication of experiences and opportunities to Centennial staff
<ul style="list-style-type: none"> Empower staff in all countries to accept responsibilities and take decisions within their level of authority 	<ul style="list-style-type: none"> Streamlining of operations and increase (5%) of individual efficiencies Increased level of job satisfaction per employee
<ul style="list-style-type: none"> Complete AODA Facilities Audit 	<ul style="list-style-type: none"> Identify and prioritize areas which require capital funding to meet compliance
<ul style="list-style-type: none"> Continue regular production and distribution of <i>three questions</i> to promote and ensure consistent two-way flow of communication between Executive and employees 	<ul style="list-style-type: none"> Publish 12 issues of <i>three questions</i> per year
<ul style="list-style-type: none"> Continued implementation of IT industry standard best practices 	<ul style="list-style-type: none"> Service catalogue implemented and communicated to all College stakeholders

<p>based on Information Technology Infrastructure Library (ITIL).</p>	<ul style="list-style-type: none"> Staff satisfaction improved and measured through a customer survey
<ul style="list-style-type: none"> Offer cohort based approach to organizational learning and development that builds capacity, a community of learning, and a culture of employee engagement 	<ul style="list-style-type: none"> Multiple learning opportunities/events offered for designated employee groups: faculty, program coordinators, support staff, and academic managers
<ul style="list-style-type: none"> Develop a Banner compatible database application to track professional development participation and documentation for all staff, as part of the requirement for dashboard level data. 	<ul style="list-style-type: none"> Selection and implementation of a system by July 2011
<ul style="list-style-type: none"> Extend Business@Centennial Exchange program to faculty and staff through the "Naftapreneur" mobility project 	<ul style="list-style-type: none"> A minimum of 2 faculty and 5 students participate in the exchange program
<ul style="list-style-type: none"> Host Faculty & Staff Professional Development Events 	<ul style="list-style-type: none"> Over 100 events held, over 1,000 faculty/staff attend
<ul style="list-style-type: none"> Recognize faculty and staff achievements 	<ul style="list-style-type: none"> Establishment of a committee with representation from support staff, faculty and administration to develop terms of reference and criteria/protocol for awards Awards ceremony to commence on an annual basis
<ul style="list-style-type: none"> Coordinated recruitment of contingent employees (Part-time, Partial Load, Sessional) 	<ul style="list-style-type: none"> Robust talent pipeline developed for use in the support of all recruitment activities Qualified candidates ready for employment on short notice (2-3 weeks) for contingent positions
<ul style="list-style-type: none"> Development of career, performance and leadership development plans. 	<ul style="list-style-type: none"> Performance development plans in place for all college staff
<ul style="list-style-type: none"> Implementation of a permanent College resource dedicated to the development of the College wellness agenda. 	<ul style="list-style-type: none"> Wellness programs tracked including: Number of Clinics and wellness events held across the College Coordination of College Traumatic Event Response Team Wellness – fitness programs as well as stress management Perform Ergonomic Assessments
<ul style="list-style-type: none"> Improved Disability Management 	<ul style="list-style-type: none"> Reduced turnaround time in the processing of WSIB claims Reduced costs in the management of disability claims made across the College
<ul style="list-style-type: none"> Implement Phase 2- Occupational Health and Safety Management System: hazard and risk management Implementation of WHIMIS recertification program 	<ul style="list-style-type: none"> 45 New procedures developed to manage specifically identified risks Training on the new procedures developed for specific schools and departments

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"> Increase international enrolment by 8.4% of 10-11 actuals 	<ul style="list-style-type: none"> 10% increase in net revenue
<ul style="list-style-type: none"> Increase CE revenue by 2% of 10-11 actuals 	<ul style="list-style-type: none"> 2% increase in net revenue
<ul style="list-style-type: none"> Preparing and developing capital projects to address deferred maintenance at the existing facilities 	<ul style="list-style-type: none"> Projects completed on time and within allocated budget More detail can only be provided once the Province announces its long term capital planning strategy (assume late 2011)
<ul style="list-style-type: none"> Improve the quality of service and reduce the cost of Operation and Maintenance by tendering services as per the College's Purchasing Policy 	<ul style="list-style-type: none"> Develop, prepare and manage competitive bids processes for Operation and Maintenance to improve the quality of services at all campuses Achieve savings of approx. 30% over previous year
<ul style="list-style-type: none"> Update the College's Strategic Space Plan (SSP) by ECS 	<ul style="list-style-type: none"> SSP plan approved by executive team Classroom/labs scheduling centrally managed to maximize space utilization
<ul style="list-style-type: none"> Maintain continued investment in IT infrastructure and solutions 	<ul style="list-style-type: none"> Customer satisfaction survey to be delivered and analyzed
<ul style="list-style-type: none"> Encourage and document industry donations 	<ul style="list-style-type: none"> Donation values tracked through ODA database and Finance
<ul style="list-style-type: none"> Track the value of donations and publically acknowledge donations 	<ul style="list-style-type: none"> Comprehensive recognition and naming opportunity program in place
<ul style="list-style-type: none"> Strengthen the links between Capital planning and other important planning processes across the college to provide capital funding support to the College's highest priorities 	<ul style="list-style-type: none"> Process improvement plan implemented to facilitate improved communication between College planning processes and Finance
<ul style="list-style-type: none"> Implement Financial Policies/Procedures Policies review/update 	<ul style="list-style-type: none"> Successful implementation of Financial Policies, Controls and documented procedures such that financial processes are reliable, accurate and meet all financial legislation and ministry directives
<ul style="list-style-type: none"> Lay the ground work for a Centennial wide International fundraising campaign Revenue from fundraising 	<ul style="list-style-type: none"> 5-year plan developed, with focus on China and Turkey

Goal 2 : Strategic Enrolment Growth	
Increase enrolment to meet college business objectives	
Initiatives	Measures of Success
<ul style="list-style-type: none"> • Increase domestic enrolment • Increase student retention by 1% 	<ul style="list-style-type: none"> • Domestic enrolment increased by 2% • Retention increased by 1%
<ul style="list-style-type: none"> • Increase international enrolment by 8.4% in Canada and offshore • Diversify international enrolment by Countries of Origin and numbers of students from those countries • Implement communications strategy to engage Agents and satellite offices regarding Centennial offerings 	<ul style="list-style-type: none"> • International enrolment increased by 8.4% • Increase in registration of students from countries of origin other than China, India and Korea • Creation of marketing materials in languages pertaining to target markets • Increased registrations of regular international (VISA) and international transfer students (ITS) • 6 new MOUs and Articulations created • Agents, recruiters and satellite office staff have the marketing materials required to be successful
<ul style="list-style-type: none"> • Continue to provide timely, accurate and constructive enrolment, market and industry analysis and reports to support the Strategic Enrolment Management Plan 	<ul style="list-style-type: none"> • Trend analysis and market research conducted to identify growth areas from existing programs as well as new program ideas for Academic Schools
<ul style="list-style-type: none"> • Conduct environmental scan for the College that highlights trends in key industries or sectors, with competitors, demographics and politics 	<ul style="list-style-type: none"> • Environmental scan conducted (Fall 2011)
<ul style="list-style-type: none"> • Enhance OCAS application and enrolment cube reporting to provide rich and detail information by student segments and programs to Academic Schools, Marketing and Recruitment Departments 	<ul style="list-style-type: none"> • Reporting process will be developed and identified reports will be delivered over summer 2011 for 2011-12 Academic year
<ul style="list-style-type: none"> • Build and maintain MOU with targeted feeder high schools in the GTA school boards. 	<ul style="list-style-type: none"> • Increase number of MOUs
<ul style="list-style-type: none"> • Create and deploy a KPI improvement plan. 	<ul style="list-style-type: none"> • Improve student KPI numbers (grad, student and employer satisfaction) by at least 1%
<ul style="list-style-type: none"> • Establish structure, define scope, and establish key committees to advise on transformation of the Office of Equity into the Institute for Global Citizenship and Equity Education 	<ul style="list-style-type: none"> • Guidelines adopted • Business plan and committees established and activities underway
<ul style="list-style-type: none"> • Develop tools to analyze underrepresentation and barriers affecting both employment and educational opportunities for target groups 	<ul style="list-style-type: none"> • Tools developed and implemented; college community surveyed
<ul style="list-style-type: none"> • Student Equity Plan for Access & Achievement (2011) 	<ul style="list-style-type: none"> • Plans in place, implementation begun

<ul style="list-style-type: none"> Complete College Accessibility Plan per provincial government requirements 	<ul style="list-style-type: none"> Compliance reports submitted
<ul style="list-style-type: none"> Work with Cultural Heritage Institute and Library to host annual Equity Conference 	<ul style="list-style-type: none"> Conference plan completed for implementation in 2011
<ul style="list-style-type: none"> Increase support to general scholarships awarded on merit 	<ul style="list-style-type: none"> 10% growth in general scholarship support

Goal 3: Business Development
Continue to grow revenue-generating academic opportunities outside of traditionally funded activities

Initiatives	Measures of Success
<ul style="list-style-type: none"> Reapply for LINC, OSLT and Employment Services funding from CIC and MCI respectively through solid business plan submissions. 	<ul style="list-style-type: none"> Funding secured
<ul style="list-style-type: none"> Establish offshore ventures 	<ul style="list-style-type: none"> 2 new offshore operations created
<ul style="list-style-type: none"> Establish product base of training packages that can be developed and sold as Corporate Training Flagship offerings 	<ul style="list-style-type: none"> Capacity statement and portfolio developed highlighting at least 3 main "off the shelf" training programs that Centennial can "sell" to potential clients Corporate Training Marketing plan in place that will build a potential client base Developed a training force that can be called upon once corporate training projects have been contracted
<ul style="list-style-type: none"> Use Centennial's growing reputation as an international automotive industry based training specialist to enter new training markets 	<ul style="list-style-type: none"> Secure 1 new training contract in Middle East and 1 new corporate training contract in Asia/Pacific region
<ul style="list-style-type: none"> Development of Corporate training and Continuing Education programs 	<ul style="list-style-type: none"> 2 new corporate training programs developed 5 new continuing education programs developed
<ul style="list-style-type: none"> Increased articulations with universities in Canada and abroad 	<ul style="list-style-type: none"> By Fall 2012, create three new university articulations agreements.

Goal 4: Fundraising Capacity
Continue to build fundraising capacity

Initiatives	Measures of Success
<ul style="list-style-type: none"> Increase endowment funds for scholarships and bursaries 	<ul style="list-style-type: none"> Endowment fund increased by 13% (\$14.2 m. of total endowed funds)
<ul style="list-style-type: none"> Continue double digit growth in event revenue area, particularly annual golf tournament 	<ul style="list-style-type: none"> 10% growth in golf tournament (\$150,000)
<ul style="list-style-type: none"> Launch Hospitality, Culture and Tourism initiative 	<ul style="list-style-type: none"> Campaign Steering Committee & Campaign cabinet recruited, target \$2m
<ul style="list-style-type: none"> Launch International Scholarship Fund 	<ul style="list-style-type: none"> Five Year plan developed, through local

and Endowment Plan	multicultural groups and in Turkey and China
<ul style="list-style-type: none"> Develop donor recognition and naming program 	<ul style="list-style-type: none"> Policy, Plan and Procedures developed, event held
<ul style="list-style-type: none"> Increase International fund revenue 	<ul style="list-style-type: none"> Fund revenue increased from \$.9m to \$1.4 m
<ul style="list-style-type: none"> Increase General Scholarship revenue 	<ul style="list-style-type: none"> Revenue increased by 10%

Commitment #9:

Tell a great story

Goal: Brand Messaging Ensure strong recognition of the College	
Initiatives	Measures of Success
<ul style="list-style-type: none"> Post international success stories Open Centennial Offices offshore 	<ul style="list-style-type: none"> 12 international success stories published 2 offshore offices opened Increase in international applications from the selected countries where strategies are implemented
<ul style="list-style-type: none"> Establish international linkages/research with governments, private sector, educational institutions 	<ul style="list-style-type: none"> 3 new linkages and research activities established
<ul style="list-style-type: none"> Amplify Centennial’s Share of Conversation and actively engage with online communities around the Centennial brand. Maintain and continue Search Engine Optimization, Search Engine Marketing, and Social Media Marketing 	<ul style="list-style-type: none"> Top of mind awareness brand campaigns were run on segmented communication media channels – mass media, social media and online. The campaigns reached between 25% and 75% of Centennial College target audiences through each channel resulting in thousands of Centennial College impressions. 20% increase in total number of visitors to College website, with 3.7 million visitors 63.5% increase in unique visitors. Most visitors to the College website either revisited the website or connected with Centennial social media resulting in high engagement metrics with Centennial College brand through Facebook impressions and sharing, Twitter, blogs, and news mentions (at least 50,000/day).
<ul style="list-style-type: none"> Manage media and relationship building 	<ul style="list-style-type: none"> Crisis communication management and Centennial College profiles in the media
<ul style="list-style-type: none"> Create school-specific materials and advertising for targeted groups 	<ul style="list-style-type: none"> Creation of customized print publications, online program database and advertising materials
<ul style="list-style-type: none"> Continue to enhance myCentennial as an information portal to current full-time, 	<ul style="list-style-type: none"> Developed and maintained current information through student/prospect

part-time and prospective students	focused activities in collaboration with Enrolment Services and schools/departments
<ul style="list-style-type: none"> Increase and diversify brand communications to partners, prospective partners, government agencies and community agencies 	<ul style="list-style-type: none"> Materials developed, approved and distributed through print and online channels
<ul style="list-style-type: none"> Utilize strengthened internal communications to re-affirm brand within the College community 	<ul style="list-style-type: none"> Enhanced community engagement tools and continued outward communications initiatives to keep College community informed on critical College news and initiatives
<ul style="list-style-type: none"> Increase external awards 	<ul style="list-style-type: none"> College staff and programs won 8 awards, including 2010 Canada's Most Powerful Women: Top 100 and NCSPOD College President's Award (Ann Buller); Harmony Leadership Awards and Scarborough Walk of Fame (Vicki Bismilla), Induction into Klaus Woerner Skilled Trades Hall of Fame (Dave Samalea); Toronto Access Award (START Smart Summer Program); Colleges Ontario Collaborative Award (First Generation Students Project)
<ul style="list-style-type: none"> Continued enhancement, development and delivery of Recruitment and Conversion Events and tours 	<ul style="list-style-type: none"> Minimum 10% increase in attendance at on-campus events
<ul style="list-style-type: none"> Continued enhancement, development and delivery of Convocation ceremonies 	<ul style="list-style-type: none"> Increased attendance by graduates Feedback on staff and student satisfaction via surveys
<ul style="list-style-type: none"> Increase video postings on YouTube to advertise the diversity of programs 	<ul style="list-style-type: none"> Total views of Centennial College videos up approximately 50% to 234,239 views Total of 334 videos were uploaded on YouTube, and similar numbers on the College website representing each of the programs offered at the College
<ul style="list-style-type: none"> Increase College recognition through promotion and marketing of applied research success stories – internally and externally 	<ul style="list-style-type: none"> 3-5 major new media stories
<ul style="list-style-type: none"> Maintain Membership in Ontario College's Collaborative working groups on topics of mutual concern and take on Leadership Roles where available 	<ul style="list-style-type: none"> Baseline survey conducted, increase number of staff on joint working groups with other colleges/ministry
<ul style="list-style-type: none"> Strategically present initiatives, innovations and accomplishments at conferences, academic meetings, and professional affiliations 	<ul style="list-style-type: none"> A minimum of five high profile presentations at conferences, provincial and national academic meetings
<ul style="list-style-type: none"> Review and build the professional and academic affiliations of faculty staff and management 	<ul style="list-style-type: none"> Create a database of memberships, speaker and committee activities in 2011-12: identify gaps and action plans to address gaps

Major Capital Investments

The 2010-11 fiscal year ended with a \$20.2 million dollar surplus supported once again by strong enrolment growth and cost control. Centennial will continue to meet our long-term objectives and continue re-investing in the development of our exceptional teaching and learning environments.

Library and Academic Facility, Progress Campus

The college began construction of this \$52.5 million project in fall 2009, with substantial completion reached as of March 31, 2011. The remaining work in 2011-12 includes landscaping, signage, furniture and renovations to repurpose the vacated library space. The 104,000 square-foot, four-storey, 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.

Athletic and Wellness Centre

The building of the new Athletic and Wellness Centre is on track with expected substantial completion in July, 2011, and a grand opening planned in the Fall. This state-of-the-art facility includes space dedicated to 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. Its \$22.3-million budget is administered by the Centennial College Student Association Inc. and was approved by student referendum.

Progress Campus - A Block (previously: Scarborough Centre for Alternative Studies (SCAS))

In June 2010, Centennial acquired the Scarborough Centre for Alternative Studies (SCAS) from the Toronto District School Board. During the year, Centennial retrofitted the facility to accommodate Centennial’s Information and Communication Engineering Technology (ICET) programs in time for September classes, and relocated administrative staff to this facility, previously located in leased premises (1960 Eglinton Ave. East, Ashtonbee Annex). The plans for the 2011-12 year include relocating selected offices to the vacated library space, and adding additional washroom facilities. In addition, planning is underway for the repurpose of the vacated temporary office space into suitable classroom or lab facilities (subject to budget approvals).

Ashtonbee Campus

This project, which is currently in the design phase, will encompass a new library, student hub, academic space, student centre, recreational facility and improved ancillary services. Centennial submitted a funding proposal in the amount of \$26.4 million to MTCU. It is anticipated that the project will be jointly funded by the Ministry, the College and the Student Association. The College expects to present a final budget for approval to the Audit & Compliance Committee and the Board of Governors in June 2011.

Academic and Support Services

The College has allocated \$7.8 million in its 2011/12 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 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 facility 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

