



CONESTOGA

Connect Life and Learning



BUSINESS PLAN

2023/2024

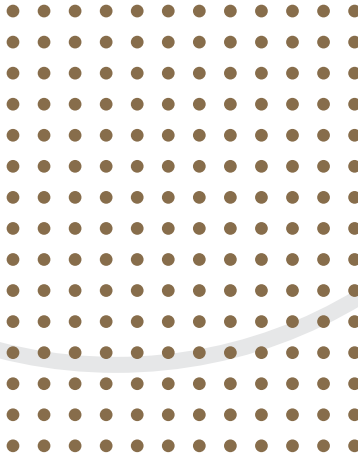


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OUR COMMITMENT

Conestoga is dedicated to delivering programs and services that meet the expectations and requirements of all our stakeholders. To ensure that the college continues to do this, we will be planning and monitoring our performance using the measurement categories outlined below:

Quality

Capacity

Sustainability



OUR VISION, MISSION AND VALUES

To respond to the needs of our communities, Conestoga must put forward measurable goals and objectives that will address current challenges and help college, community, and the individuals we serve to emerge stronger. The strategic Vision, Mission, and Values outlined below will guide our work in the years ahead. A corresponding set of strategic goals and objectives outline the specific actions that we will pursue in support of our ambitious vision.

Vision

A recognized leader in applied learning and research that enables student success in meeting workforce demands.

Mission

To promote the prosperity and well-being of the communities we serve through the delivery of programming, workforce development, and industry-focused research that meets local, regional, and international demands.

Values

Student focus

We create the environments for students to realize their potential and graduate as individuals who can make meaningful contributions to their communities.

Collaboration

We work with government, industry, community, and international partners to reach our strategic goals and create a vibrant learning and working environment built on excellence, quality, and respectful interactions.

Accountability

We fulfill our commitments to the organization and the broader college community by assuming responsibility for our individual conduct, action, and results.

Inclusiveness

We promote and foster a college community that is characterized and enriched by equity, diversity, and inclusivity.

Innovation

We constantly strive to improve, enhance, and rethink the programs and services we provide to achieve ongoing improvement and higher standards of performance.

OUR GOALS AND OBJECTIVES

Quality

Demonstrate excellence in programming and services while providing an outstanding learning and working environment for students and employees

- 1.1. Continuous improvement
- 1.2. Digital transformation
- 1.3. Alumni connections
- 1.4. High-performing employees
- 1.5. Health and wellness
- 1.6. Inclusive services
- 1.7. Community engagement

Capacity

Continue campus growth with enhanced access to programming for diverse learners and increased enrolment to meet the workforce needs of the communities we serve

- 2.1. Campus expansion
- 2.2. Facility renewal
- 2.3. Domestic enrolment
- 2.4. International enrolment
- 2.5. Market-driven programs
- 2.6. Applied research
- 2.7. Technology infrastructure

Sustainability

Develop and enhance stakeholder relationships and partnerships and support employers in responding to changing social and economic conditions while optimizing organizational performance and supporting environmental sustainability

- 3.1. Responsible resource management
- 3.2. Environmental solutions
- 3.3. Brand enhancement and differentiation
- 3.4. Business, community, and government partnerships
- 3.5. Employer engagement
- 3.6. Economic recovery and development

1: OBJECTIVE - QUALITY

Demonstrate excellence in programming and services while providing an outstanding learning and working environment for students and employees.

1.1 Continuous Improvement

- 1.1.1. Implement recommendations from College Quality Assurance Program audit, Annual Program Reflections and Major Program Reflections
- 1.1.2. Enhance business intelligence reports and dashboards
- 1.1.3. Monitor and implement space efficiencies across campus locations
- 1.1.4. Expand Teaching & Learning professional development offerings to support the changing learning environment
- 1.1.5. Review and revise the process for new program development in support of changing labour needs using flexible delivery strategies

1.2 Digital Transformation

- 1.2.1. Expand the digital learning experience for students
- 1.2.2. Expand eSports Hubs to additional campus locations
- 1.2.3. Plan and initiate implementation of Enterprise Resource Planning (ERP) software system to automate and manage core business processes (Student Information Systems, Human Resources, and Finance)

1.3 Alumni Connections

- 1.3.1. Implement the Talent Hub to establish lifelong connections with Conestoga students, alumni, and employers within the communities Conestoga serves
- 1.3.2. Create a plan to cultivate alumni partnerships and best practices for success
- 1.3.3. Optimize opportunities for alumni to engage at student recruitment events, orientation, convocation, and other college events
- 1.3.4. Develop a global alumni program connecting alumni from around the world

1: OBJECTIVE - QUALITY

1.4 High Performing Employees

- 1.4.1. Continue to respond and adjust to the changing work environment through Conestoga's Work Location Initiative
- 1.4.2. Attract and retain a diverse and inclusive workforce
- 1.4.3. Create a professional development strategy to enhance the knowledge, skills, and professional practice and strengthen employee competencies across the college
- 1.4.4. Measure employee engagement to understand employee experience and satisfaction
- 1.4.5. Adapt current employee orientation program to meet expanding geographic locations, promote employee recognition events, and develop a management training series

1.5 Health and Wellness

- 1.5.1. Develop health and wellness initiatives to promote and empower employee wellbeing
- 1.5.2. Provide wellness workshops focusing on prevention activities targeting root causes of health and wellness challenges
- 1.5.3. Revitalize student spaces for optimal service delivery
- 1.5.4. Provide equitable access of physical and mental health services for all students

1.6 Inclusive Services

- 1.6.1. Collaborate with Indigenous partners to provide campus space to strengthen resources and support, based on a shared vision of reconciliation
- 1.6.2. Promote and offer diverse and inclusive student and employee events such as student onboarding and workshops, and knowledge-building resources across campuses for mature, indigenous, 2SLGBTQ+, African, Black, and Caribbean students to promote a collaborative community that is based on respect, understanding, and acceptance
- 1.6.3. Continue to develop college leaders through interactive leadership workshops on the topics of discrimination, creating inclusion, and anti-oppression/anti-racism

1.7 Community Engagement

- 1.7.1. Strengthen college presence in local communities through new campus locations and programming to address emerging industry and business needs
- 1.7.2. Partner with industry to identify research opportunities for students and employees

2: OBJECTIVE - CAPACITY

Continue campus growth with enhanced access to programming for diverse learners and increased enrolment to meet the workforce needs of the communities we serve.

2.1 Campus Expansion

- 2.1.1. Continue campus expansion across southern Ontario

2.2 Facility Renewal

- 2.2.1. Continue enhancing existing facilities to augment student and employee experience through state-of-the-art labs, classrooms, and meeting space

2.3 Domestic Enrolment

- 2.3.1. Increase domestic seats in regulated programs to address skilled labour and health sciences labour shortages

2.4 International Enrolment

- 2.4.1. Promote and increase geographically diverse international enrolment
- 2.4.2. Achieve planned enrolment for new programs, certifications, and government funding

2.5 Market-driven Programs

- 2.5.1. Promote and increase geographically diverse international enrolment
- 2.5.2. Achieve planned enrolment for new programs, certifications, and government funding

2.6 Applied Research

- 2.6.1. Expand research in the scholarship of teaching and learning to attract researchers
- 2.6.2. Allocate college funds to promote internal research conducted by faculty
- 2.6.3. Expand student involvement in applied research

2.7 Technology Infrastructure

- 2.7.1. Optimize technology and processes to drive digital transformation
- 2.7.2. Prioritize Enterprise Resource Planning requirements to automate core business processes to improve services provided to students and employees

3: OBJECTIVE - SUSTAINABILITY

Develop and enhance stakeholder relationships and partnerships and support employers in responding to changing social and economic conditions while optimizing organizational performance and supporting environmental sustainability.

3.1 Responsible Resource Management

- 3.1.1. Optimize campus footprint to increase learning spaces to satisfy enrolment needs

3.2 Environmental Solutions

- 3.2.1. Continue to install solar panels to power geothermal heating as part of the carbon reduction electrification efforts
- 3.2.2. Explore the use of an aquifer at Waterloo, Doon, and Reuter campus locations to augment heat supply
- 3.2.3. Install Electric Vehicle charging stations at select campuses
- 3.2.4. Continue to expand the fleet of electronic vehicles at the college
- 3.2.5. Expand the organics and recycling program to include new campus locations and student housing locations
- 3.2.6. Decrease the number of printers available and ensure secure printing processes to decrease the amount of paper and toner being used

3.3 Brand enhancement and differentiation

- 3.3.1. Create and implement engaging prospective student campaigns
- 3.3.2. Increase the number of digital distribution channels and the frequency with which they are used
- 3.3.3. Promote continued independence from private career colleges by communicating Conestoga's value proposition to students, employees, and industry partners

3: OBJECTIVE - SUSTAINABILITY

3.4 Business, community, and government partnerships

- 3.4.1. Develop a sustainable plan to engage existing and new donors, partners, and friends
- 3.4.2. Create a donor stewardship framework to manage donor-centric communications
- 3.4.3. Collaborate with municipal governments and businesses to assist in revitalizing downtown centres in the communities we serve
- 3.4.4. Implement innovative strategies to secure desired campus locations and student housing
- 3.4.5. Expand early childhood education, health sciences, and skilled trades in support of government-sponsored initiatives

3.5 Employer engagement

- 3.5.1. Collaborate with industry professionals to secure co-op and work-integrated placements
- 3.5.2. Continue to partner with employers, school board representatives, government officials, and industry experts through Program Advisory Committees to discuss industry needs and gather input regarding programs
- 3.5.3. Identify and work with existing employers to address emerging industry and business challenges

3.6 Economic recovery and development

- 3.6.1. Continue campus expansion plans to attract students in new geographic locations to address labour market shortages

MEASURING OUR SUCCESS

