



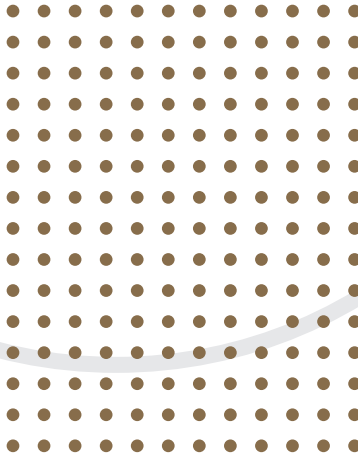
CONESTOGA

Connect Life and Learning



# BUSINESS PLAN

2024/2025



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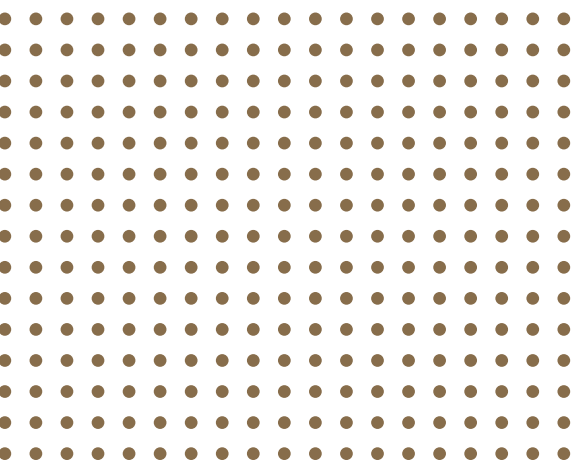
# OUR COMMITMENT

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 objectives outlined below:

**Sustainability**

**Quality**

**Capacity**



# 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.

# SETTING THE CONTEXT

The 2024-2025 business plan supports the college's mission, vision, and values. This coming year could prove to be challenging as the entire post-secondary education sector faces a major disruption. The federal government imposed a national cap on study permit applications on January 22, 2024. With this news, Conestoga will assess the enrolment and operational impacts. While this action will impact international enrolment numbers for the college, we are well positioned to remain focused on providing an excellent student experience and ensuring job-ready, skilled graduates leave our institution.

The business plan is aggressive. The college will continue to partner with industry to identify high-demand skills and focus on providing inclusive programs to meet those needs. Hard decisions will be made with this focus in mind. We will continue with our capital commitments currently underway in Waterloo, Guelph, Kitchener, and Cambridge.

We remain committed to our students, employees, and the communities we serve to deliver in-demand career and skills training to help local businesses grow and thrive, and to contribute to the economy for generations to come.

# OUR GOALS AND OBJECTIVES

## 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

- 1.1. Alumni relations
- 1.2. Brand enhancement and differentiation
- 1.3. Business, community, and government partnerships (Government Relations Strategy)
- 1.4. Employer engagement
- 1.5. Environmental solutions
- 1.6. Responsible resource management

## Quality

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

- 2.1. Community engagement
- 2.2. Digital and system transformation
- 2.3. Engaged employees
- 2.4. Inclusive services
- 2.5. Quality assurance
- 2.6. Student and employee health and well-being

## 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

- 3.1. Applied research solutions
- 3.2. Campus expansion
- 3.3. Domestic enrolment
- 3.4. English language proficiency
- 3.5. Facility revitalization
- 3.6. In-demand skills, labour market-driven programs
- 3.7. International diversification
- 3.8. Technology infrastructure

## ACTIONING OUR OBJECTIVES

# 1: 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.

### 1.1 Alumni Relations

- 1.1.1. Establish meaningful connections with alumni through diverse programming, communications, and services
- 1.1.2. Implement best practices to build alumni engagement
- 1.1.3. Develop opportunities for alumni to actively engage with stakeholders such as PAC's, college events, and industry events
- 1.1.4. Initiate new opportunities to support alumni that foster lifelong engagement

### 1.2 Brand Enhancement and Differentiation

- 1.2.1. Create and implement engaging student-centric recruitment campaigns
- 1.2.2. Increase the number of digital distribution channels and the frequency with which they are used
- 1.2.3. Combine brand-based messaging through an omnichannel approach

### 1.3 Community and Government Partnerships

- 1.3.1. Implement a donor stewardship framework to manage donor-centric relationships
- 1.3.2. Initiate a maintainable plan to attract and retain new donors/partners
- 1.3.3. Foster relationships with stakeholders at all levels of government
- 1.3.4. Offer diverse types of housing for students
- 1.3.5. Expand high-demand programming in support of government initiatives and priorities
- 1.3.6. Develop a government relations strategy

### 1.4 Employer Engagement

- 1.4.1. Collaborate with industry professionals to secure co-op and work-integrated placements
- 1.4.2. Continue to partner with employers, school board representatives, government officials, industry experts, and Program Advisory Committee (PAC) members to discuss emerging industry and business needs

# 1: OBJECTIVE - SUSTAINABILITY

## 1.5 Environmental Solutions

- 1.5.1. Continue the drilling program for open loop geothermal at all feasible locations
- 1.5.2. Create Conestoga Green Building Standards to inform our consultants of the requirements for new buildings and large renovations combining other standards within it such as AODA, DEI, and signage
- 1.5.3. Implement the Greenhouse Gas Reduction Roadmap and Action Plan (GRRAP) to achieve our carbon reduction goals for 2030 including expanding organics collection programs at the Brantford and Milton campuses
- 1.5.4. Initiate identified projects in support of our carbon reduction plans
- 1.5.5. Continue the expansion of Electric Vehicle charging infrastructure at high-demand campuses and sites
- 1.5.6. Expand access to sustainable transportation options including micromobility programs, employee transportation programs, and secure bike storage facilities
- 1.5.7. Update the college's 2019 Energy Conservation and Demand Management Plan (ECDM) to reflect Conestoga's commitments to energy savings and initiatives for 2024-2029
- 1.5.8. Establish Conestoga's first Energy Team, with a focus on writing a formal Energy Policy
- 1.5.9. Implement 'Solar Grazing' at Cambridge campus solar field as a landscaping method

## 1.6 Responsible Resource Management

- 1.6.1. Assign employees based on defined work requirements and academic program needs
- 1.6.2. Distribute enrolment to optimize individual campus footprints



## 2: OBJECTIVE - QUALITY

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

### 2.1 Community Engagement

- 2.1.1. Facilitate partnerships with local chambers of commerce, economic development agencies, and industry leaders to identify growth opportunities, promote innovation, and stimulate economic vitality in the communities we serve
- 2.1.2. Support local businesses and entrepreneurs by offering resources, networking opportunities, and business development services through entrepreneurship centers and incubators on campus
- 2.1.3. Encourage students to participate in experiential learning programs, global initiatives, and collaborative projects that contribute to the economic ecosystem and foster a spirit of entrepreneurship, innovation, and cultural appreciation

### 2.2 Digital and Systems Transformation

- 2.2.1. Build our capacity and understanding of the ways artificial intelligence (AI) supports our strategic goals
- 2.2.2. Initiate implementation of Enterprise Resource Planning (ERP) software system to automate and manage student information systems
- 2.2.3. Expand eSports Hubs at additional campus locations

### 2.3 Engaged Employees

- 2.3.1. Attract and retain a diverse and inclusive workforce
- 2.3.2. Create a professional development strategy to enhance the knowledge, skills, and professional practice to strengthen employee competencies across the college
- 2.3.3. Continue to evolve our employee experience to support the work environment and diverse employee needs

### 2.4 Inclusive Services

- 2.4.1. Continue collaborating with Indigenous partners to strengthen resources and support, based on a shared vision of Reconciliation
- 2.4.2. Promote and offer diverse and inclusive student and employee experiences
- 2.4.3. Continue to provide opportunities for students and employees to engage in equity, diversity, inclusion, and belonging initiatives

## 2: OBJECTIVE - QUALITY

### 2.5 Quality Assurance

- 2.5.1. Continue integrating the College Quality Assurance Program audit process across the college
- 2.5.2. Create new 3-year and 4-year applied degrees that address critical workforce needs
- 2.5.3. Create master's degrees in applied areas of study
- 2.5.4. Increase accreditations college wide to align with industry standards and associations

### 2.6 Student and Employee Health and Well-Being

- 2.6.1. Continue to develop and implement health and well-being initiatives
- 2.6.2. Provide workshops focusing on prevention, targeting health and well-being
- 2.6.3. Revitalize student spaces for optimal service delivery
- 2.6.4. Launch the Student Mental Health Strategy as a holistic guide to addressing prevention and equitable supports
- 2.6.5. Implement initiatives to reduce stigma around well-being issues and encourage access to support

## 3: 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.

### 3.1 Applied Research Solutions

- 3.1.1. Expand opportunities for faculty to engage in research
- 3.1.2. Continue to offer applied research opportunities for students
- 3.1.3. Expand our research centres and labs in priority areas of research and innovation
- 3.1.4. Collaborate with industry and community partners to create economic and social impact

### 3.2 Campus Expansion

- 3.2.1. Continue to increase presence through campus expansion, renovations, and housing to support the overall student and employee experience

### 3.3 Domestic Enrolment

- 3.3.1. Develop targeted marketing campaigns to reach potential domestic students, highlighting the unique programs, facilities, and opportunities offered by the college. Utilize various communication channels, including social media, websites, print materials, and community events, to raise awareness about the college and its offerings
- 3.3.2. Establish and continue to build partnerships with high schools, community organizations, and other stakeholders to promote college programs and services
- 3.3.3. Review existing financial aid packages, scholarships, and bursaries to attract and increase enrolment
- 3.3.4. Provide flexible delivery options to address diverse needs and geographical locations of our students
- 3.3.5. Initiate recruitment and retention initiatives to attract and retain domestic students from underrepresented groups, such as Indigenous students, students with disabilities, new Canadians, and first-generation college students
- 3.3.6. Actively engage with alumni, employers, industry partners, and professional associations to promote the value of a college education and the career opportunities available to graduates

## 3: OBJECTIVE - CAPACITY

3.3.7. Solicit feedback from students, faculty, employees, and other stakeholders to improve and refine recruitment efforts

3.3.8. Evaluate our recruitment objectives against student enrolment

### 3.4 English Language Proficiency

3.4.1. Leverage technology and resources to enhance English language learning

3.4.2. Promote awareness and understanding of multiculturalism within the college community

3.4.3. Provide English language courses and supports on demand for students when the need is identified

3.4.4. Establish English language supports tailored to the needs of students at different proficiency levels

3.4.5. Audit the recruitment and admission processes to ensure students have met or exceeded the English language proficiency requirements

3.4.6. Provide English language proficiency assessment in an on-demand and flexible basis (e.g. on-campus, off-campus, out-of-country)

### 3.5 Facility Revitalization

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

### 3.6 In-Demand Skills, Labour Market-driven Programs

3.6.1. Continue to create industry-specific programs to address labour market and workforce needs in high-demand areas to support the communities we serve

### 3.7 International Diversification

3.7.1. Promote and increase geographically diverse international enrolment

### 3.8 Technology Infrastructure

3.8.1. Optimize technology and digital processes to drive transformation

3.8.2. Initiate ERP to automate core business processes to improve user experience of students and employees

# MEASURING OUR SUCCESS



\*Stakeholder Engagement includes and is not limited to the following: Alumni, Donors, Economic Development Agencies, Employees, Employers, Entrepreneurs, Government Partnerships, Indigenous Partners, Industry and Community Partners, Industry Experts and Leaders, Local Chambers of Commerce, PAC members, School Board Representatives and Students.