



CONESTOGA

Connect Life and Learning



Strategic Plan 2025 – 2028





Left: Students in our Pharmacy Technician program are learning on real equipment used in hospitals and clinics, such as the Omnicell system. This type of hands-on training prepares graduates to support pharmacists in delivering safe, accurate care across a wide range of health-care settings.

Student Success services are available, accessible and present throughout every step of a student's journey at the college.



Our commitment to career-focused programming empowers graduates to lead and prosper now and in the future.



Conestoga is shaping Ontario's skilled trades future through innovative programming and world-class facilities. With over \$270 million invested in the Conestoga Skilled Trades Campus so far, Phase 1 is complete, and Phase 2 is expected to open September 2026, expanding opportunities for apprentices and skilled trades students. This new, modern facility will help raise the profile of skilled trades and attract a broader, more diverse student population, helping address the province's critical need for skilled workers.



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ACKNOWLEDGEMENT OF TRADITIONAL LANDS

To recognize the land is an expression of gratitude and appreciation to those whose territory we live, work and play on, and a way of honouring the Indigenous Peoples who have been living and working this land for thousands of years.

At Conestoga College, we acknowledge that in Kitchener, Waterloo, Cambridge and Brantford, we are located on the Haldimand Tract, land promised to the Haudenosaunee people of Six Nations, which includes six miles on either side of the Grand River. This is the traditional territory of the Anishnawbe, Haudenosaunee and Neutral peoples.



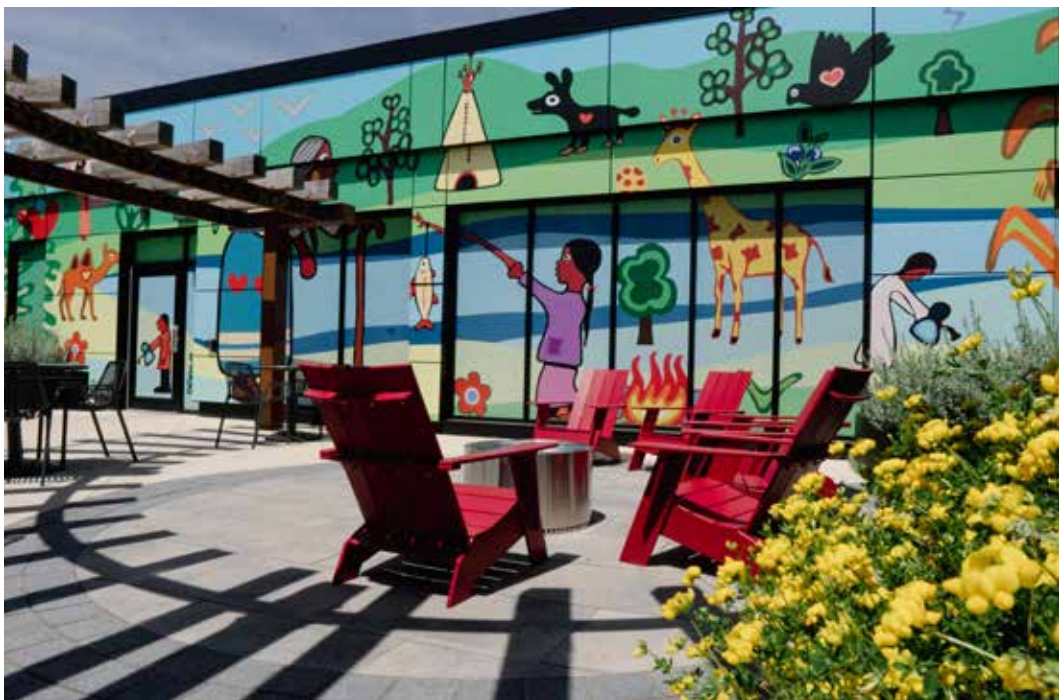
The Gdoo-naaganinaa garden at Conestoga's Kitchener-Doon campus is part of the Restoring Language, Culture, and Land research project, supported by the College and Community Social Innovation Fund. This living classroom helps deepen understanding of Indigenous land-based practices and knowledge, while taking an important step toward reconciliation.



Bringing students and the community together, the Directions Indigenous Arts Festival reimaged culture through a fusion of contemporary and traditional Indigenous music and art, creating a unique experience.

Above: Be-Dah-Bin Gamik, a Place of New Beginnings, provides academic and cultural services and support for Indigenous students at Conestoga. By integrating Indigenous knowledge and practices into all aspects of college life, Indigenous students are empowered to thrive on campus and within their communities.

Right: A mural by Indigenous artist Isaac Murdoch at the Guelph Speedvale campus reflects Indigenous culture and creates a welcoming, inspiring space for students.



Looking Ahead



MARTHA GEORGE
Chair, Board of Governors



DR. JOHN TIBBITS
President and CEO

As we embark on the next phase of Conestoga's journey, it is essential to acknowledge the commitment and hard work of our employees, students and community partners as we continue to navigate the most challenging period in the history of Ontario's public post-secondary education system.

Conestoga's 2025-28 Strategic Plan was developed in the midst of unprecedented financial instability in Canadian higher education. The introduction of enrolment caps by the federal government starting in 2024 and ongoing changes to the international student program have significantly reduced international enrolment and placed financial pressure on institutions across the province that rely on this revenue to support core programs and services that invest in the economic well-being of our communities, and has made it more difficult to meet skill shortages in sectors like advanced manufacturing, health care, engineering, information technology and trades.

The federal government's effort to reduce immigration numbers has also resulted in a constantly evolving landscape of eligibility and available programs for international students, resulting in uncertainty for prospective international students and a decline in applications and enrolment.

Combined, these changes have impacted Canada's reputation and appeal as an international education destination, leading to a difficult reality: in 2025, no Ontario college was able to reach its allotted international enrolment cap, with many institutions experiencing declines of 70 to 80 per cent.

As we continue to navigate these challenges, we remain dedicated to our mission of providing high-quality education and

support to our learners. Our Strategic Plan for 2025-28 emphasizes our resilience and ongoing commitment to quality programming, capacity building and sustainability, while responding to the pressing needs of our local economy.

Conestoga is situated in one of Canada's most dynamic economic regions, serving a diverse population across Kitchener, Waterloo, Cambridge, Guelph, Brantford, Milton, Stratford and Ingersoll. Employers face critical workforce shortages, particularly in advanced manufacturing, health care, engineering, information technology and trades.

Our programs are essential to addressing these gaps and we remain dedicated to preparing graduates who will meet these demands and drive economic growth and innovation.

Increasing domestic enrolment is vital for the sustainability of the college. We have already seen an increase in applications and confirmations, and our domestic enrolment is over 16 per cent higher than it was in fall 2023 due to the introduction of new programs and new intakes in high-demand areas, including a suite of animal care programs, a nursing Baccalaureate, and medical imaging studies.

Looking ahead, we will continue to adapt and evolve. By strengthening partnerships, expanding industry-focused research and delivering programming aligned with labour market needs, we will ensure our students are equipped to thrive in the evolving job market and that our communities remain strong and prosperous.

This is a time for strategic focus to ensure the long-term sustainability of the programs and services that help us fulfil our mission. We remain committed to strengthening our resilience, delivering excellence and driving community and workforce development.

Thank you for your continued efforts.

Martha George, Chair, Board of Governors
Dr. John Tibbits, President and CEO



Students in Conestoga's Medical Laboratory Science program conduct sophisticated medical laboratory tests to prepare for the essential health-care roles that assist with the diagnosis, treatment and prevention of disease.



The new Toyota Smart Factory Learning Hub integrates Industry 4.0 technologies into engineering and technology programs through hands-on, experiential learning, preparing graduates to meet the evolving needs of the industry.



At Conestoga, faculty get to know their students by name, guiding them through challenges and celebrating achievements with genuine delight. This dedication fosters an environment where students thrive and faculty experience the impact they make first-hand.



STRATEGIC PLAN OVERVIEW

To effectively meet the needs of our communities, Conestoga sets measurable goals and objectives that address current challenges, enabling the college, our community and the individuals we serve to emerge stronger.

The vision, mission and values outlined below will direct our efforts in the coming years, while a comprehensive set of strategic goals and objectives will detail the actions we will take to support our vision.

OUR VISION

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

OUR 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.

OUR VALUES

Student Focus We create environments for students to realize their potential and graduate as individuals who can contribute meaningfully to their communities.

Sustainable Resource Management We steward our financial and operational resources with care and intention, making thoughtful decisions that reflect our commitment to long-term sustainability and responsible use within our constraints.

Collaboration We work with government, industry, community and international partners to achieve our strategic goals and foster a vibrant learning 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.

Sense of Belonging We cultivate inclusive, welcoming environments where individuals feel valued, respected and empowered to succeed.

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



About Conestoga

Established in 1967, Conestoga delivers a full range of flexible and accessible, career-focused education, training and applied research, serving diverse learners through campuses and training centres in Kitchener, Waterloo, Cambridge, Guelph, Brantford, Milton, Stratford and Ingersoll.

Our comprehensive range of programming meets the needs of a variety of learners, providing multiple entry points and established pathways to ensure that individual across our communities can access the education they need for their chosen careers, including technology, trades, health and life sciences, community services, business, creative industries, hospitality and culinary arts, and interdisciplinary studies.


From apprenticeships to diplomas, accredited degrees to post-graduate certificates, continuing education, part-time studies and academic upgrading, Conestoga programs reflect Ontario's changing job market, building the skills and knowledge today's employers are seeking. In alignment with provincial government priorities, the college also anticipates offering applied master's degrees within the next year in areas of study that will help students graduate with in-demand skills, expertise and credentials, provid-

ing employers access to a more industry-ready workforce that meets labour market needs in specialized fields.

As a leader in polytechnic education, Conestoga plays an integral role in the success of our community and province. Our alumni network boasts over 250,000 members, with more than 165,000 of our graduates living and working in Ontario, contributing more than \$6.2 billion each year to the provincial economy. More than 50 per cent of our local population has accessed our services.

Our commitment to delivering high-quality education is reflected in our graduate employment rate, with 90 per cent of graduates securing employment within six months of completing their studies.

Nearly 93 per cent of employers report satisfaction with the skills and knowledge of new hires trained at Conestoga, slightly above the provincial average of 91 per cent.



Conestoga's Bachelor of Science in Nursing (Honours) degree program prepares graduates to deliver relevant, connected and responsive care to their patients' evolving needs, ultimately addressing the critical demand for health-care workers in Ontario.



From information technology to engineering, community services and skilled trades, our project-based learning model is utilized across all our programs, equipping students with hands-on experience and preparing them for success across a variety of career paths.



As a provincial leader in student retention, Conestoga is dedicated to continuous improvement and fostering positive outcomes for all students. Our latest key performance indicators place the college among the top in Ontario. Our graduation rate of 72.9 per cent significantly exceeds the provincial average of 65 per cent.

Furthermore, over 80 per cent of our students express satisfaction with their programs, affirming that they provide the skills and knowledge necessary to achieve their career goals.

As one of the country's top research colleges, Conestoga's applied research activities support student learning and help area businesses grow, innovate and improve their productivity. Our research portfolio includes approximately \$6 million invested in 140 projects with 116 partners over the 2023-24 fiscal year.

At Conestoga, we're committed to student success and it shows. Our students consistently achieve top honours in local, provincial and international competitions. Our career-ready graduates have the skills to meet today's labour-market needs, the adaptability to address tomorrow's challenges and the strong entrepreneurial spirit that will contribute to individual and community prosperity in our rapidly changing world.

Navigating Change, Building for the Future

The Ontario post-secondary system is facing its largest fiscal crisis since its inception. The policy changes, implemented by the previous federal government to the Canadian International Student Program, have significantly impacted every college and university in Ontario.

Announced in late 2023, with implementation starting in the 2024-25 fiscal year, the policy changes included a 40 per cent reduction in the international student enrolment cap for Ontario colleges and an additional 10 per cent decrease for 2025. Additionally, these revisions have limited international students' eligibility for post-graduate work permits (PGWP) and restricted their pathways to Canadian citizenship.

The evolving landscape of eligibility and available programs for international students has also impacted Canada's reputation as a welcoming country to immigrants, resulting in uncertainty for prospective students and a decline in applications and enrolment. A survey by ApplyBoard in 2025 revealed that 80 per cent of prospective international students now perceive Canada as a less welcoming destination.

While it was essential to manage the influx of international students and the federal government's decision to terminate the 15 Public College-Private

Partnerships - primarily in the Greater Toronto Area - was justified, the sudden implementation of these changes significantly harmed the integrity and reputation of Ontario's post-secondary institutions.

As a result, no Ontario college has been able to meet its new international enrolment cap, with many institutions experiencing declines of 70 to 80 per cent in their international student populations in 2025. Conestoga saw a loss of approximately 24,000 international students in fall 2025 compared to fall 2023, leading to a staggering revenue decrease of around \$500 million over two years. The previously approved growth in international enrolment had enabled us to fulfill local employer demands for skilled workers. It provided critical funding for expanding our infrastructure and enhancing our programs, including Phase 2 of the Conestoga Skilled Trades Campus, Phase 2

of the Waterloo campus renovation, renovations to Tollgate Technological Skills Centre in Brantford to expand skilled trades programming and Doon campus renovations to accommodate new programming such as the animal care suite of programs.

Navigating the complexities of our financial situation is imperative for ensuring our sustainability. Despite Conestoga reporting a surplus of \$122 million for the 2024-25 fiscal year, we have strategically reinvested these funds into essential programs and facilities, particularly in animal care, engineering, health, information technology and trades. It is important to recognize that a surplus is not indicative of excess or unallocated funds. Rather, it reflects a disciplined and forward-looking financial strategy to ensure the institution can adapt, grow and lead in response to emerging workforce needs.

Like most other public post-secondary institutions in Ontario, Conestoga now faces a fiscal deficit if we don't reduce our operating costs. However, through decisive action, we will address these financial pressures and position the college for a stable and sustainable future.

The college's primary focus to balance our budget must be the rightsizing of an organization that has lost thousands of international students. These decisions are driven by our responsibil-

Graduates from our Respiratory Therapy program are integral to critical care teams and bring expertise to our communities in areas such as intensive care units, neonatal nurseries, operating rooms and long-term care settings.





ity to ensure the long-term sustainability of the programs and services that help us fulfill our mission.

Additionally, we will advocate for policies that help create a more welcoming environment for international students, supporting employers' need for skilled talent and ensuring institutions can meet enrolment targets.

This direction aligns with the foundational pillars of our strategic plan: sustainability, capacity and quality.

As Ontario's post-secondary education system continues to grapple with profound financial challenges, the demand for skilled workers has never been more pressing. Conestoga is strategically positioned to provide the training and education necessary to meet employers' needs of a comprehensive and dy-

namic economy, serving a population of 1.2 million in one of Canada's economic engines in Southwestern Ontario.

Our commitment to sustainability will be demonstrated through a broad range of initiatives aimed at ensuring long-term financial viability as well as reducing greenhouse gas emissions and waste. The college will move forward with the implementation of a sustainability plan, positioning Conestoga as a leader in environmental stewardship across operations, infrastructure and academic programming.

As part of our ongoing commitment to operational excellence and digital transformation, we are also advancing with plans to replace our existing Enterprise Resource Planning (ERP) system through a strategic initiative titled C3 (Connection, Collaboration, Community).

Conestoga's Heating, Refrigeration and Air Conditioning Technician program is highly competitive, with graduates well-prepared for exciting careers in a field that is constantly evolving, with an increasing focus on green technologies.

This multi-year project represents a \$15 million investment over the next three years and is a cornerstone of our modernization efforts. C3 involves a comprehensive review and redesign of core business processes to drive measurable improvements in service quality, operational efficiency and user experience for students and employees.

We will also explore opportunities to incorporate artificial intelligence solutions that enhance service delivery for both students and employees to support a more responsive and future-ready institution.

Our commitment to supporting student success will be further demonstrated with the launch of an Indigenous Success Strategy, helping foster culturally responsive learning environments, expanding access to Indigenous-led programming and deepening partnerships with Indigenous communities. By strengthening



Students, faculty and staff unite to celebrate the culmination of hard work, passion and commitment at Convocation — a highlight of academic and personal achievements.

reconciliation, inclusion and equity, we are ensuring a more inclusive, culturally aware and socially responsible academic environment for all learners.

As we move forward, we will continue focusing on increasing domestic enrolment, which is vital for our sustainability. We have already seen an increase in our applications and confirmations and our domestic enrolment is over 16 per cent higher than it was in fall 2023 due to the introduction of new programs and new intakes in high-demand areas. We remain dedicated to aligning our programs with labour market demands, ensuring that we provide the skilled workforce that our communities rely on.

We remain committed to our students, employees and industry partners. Through in-demand career skills training and applied research solutions, we continue to equip employers with the talent and insights needed to thrive in a competitive and evolving landscape.

Through simulation-based training, our Pre-Service Firefighter Education and Training students develop the skills and professionalism needed for internationally recognized credentials and careers in public safety.



The Changing World of Work

The ongoing evolution of technology and automation is transforming the nature of work in Ontario. Analysts predict that a significant portion of current job activities may be displaced by automation by 2030, resulting in fewer opportunities for lower- and mid-skilled workers.

Additionally, Canada's green transition will require a healthy skills ecosystem to address an increasing skills shortage. Clean growth and climate action are expected to create up to 300,000 new green jobs by 2030.

These shifts will create a growing demand for training, upskilling and re-training as employer needs change rapidly and the skills required in the workforce evolve.

At Conestoga, we are dedicated to developing and delivering programs and services that meet the expectations of the communities we serve, remaining responsive and agile in this unpredictable environment. Our commitment to continuous improvement positions us as a leader in applied learning and research, enabling student success in navigating the changing workforce landscape.

Additionally, the aging workforce in critical sectors requires us to take an active approach to workforce development. Conestoga is committed to addressing these challenges through targeted pro-



gramming and strong partnerships. Our focus on innovation and collaboration will help us effectively tackle the skills gap and enhance the economic vitality of our communities.

By strengthening partnerships and adapting our programs to meet shifting industry demands, we are equipping our graduates for success in a rapidly changing work environment. Conestoga is well-positioned to provide world-class training, reskilling and upskilling, ensuring we meet the needs of both employers and students in this dynamic landscape. Our ongoing collaboration with employers ensures that our curriculum remains relevant and responsive to today's workforce needs and those of the future.

Conestoga is proud to be ranked among the top 20 research colleges in Canada. By collaborating with industry and community partners, Conestoga develops innovative solutions that have a lasting impact on our communities.

Conestoga is a provincial leader in trades and apprenticeship training, serving the needs of industry and the growing community. Comprehensive programming encompasses a range of post-secondary trades programs, offering pathways to employment in skilled trades careers, as well as pre-apprenticeship training and in-school training for apprentices.





STRATEGIC GOALS AND OBJECTIVES

1. GOAL – SUSTAINABILITY

Conestoga is committed to financial stability through efficient, organization-wide management. Guided by the three pillars of sustainability – economic, environmental and social – the college continues to advance initiatives that support long-term institutional and community resilience.

1.1. Ensure financial stability through effective resource management:

- Continuously monitor and adjust operational costs in alignment with enrolment trends to maintain fiscal balance.
- Establish a flexible, responsive and streamlined organizational structure that supports consistent service delivery and efficient use of resources.
- Ensure program viability through regular reviews that align offerings with local workforce needs, enrolment demand and financial sustainability.
- Strengthen financial decision-making by evaluating return on investment across initiatives.

1.2. Improve operational efficiency through strategic technology adoption

- Embrace tools and technologies – including digital infrastructures and artificial intelligence – that support operational effectiveness and enhance service delivery.
- Leverage data-driven insights to inform decision-making and optimize institutional performance.
- Promote a shared understanding of emerging technologies to support innovation and readiness.

1.3. Implementation of the Sustainability Action Plan

- Integrate environmental sustainability into teaching, learning and research.
- Advance the college's sustainability journey by promoting environmental responsibility and enhancing campus experiences for students and employees.



Our dedicated Recruitment team offers personalized support from the outset, helping students align their academic, personal and career goals to feel confident as they begin their educational journey.



Grade 9 students joined us for Take Our Kids to Work Day, gaining a behind-the-scenes look at their parents' work and exploring the many exciting opportunities available across Conestoga — inspiring pathways to future careers.

2. GOAL – CAPACITY

Strengthen institutional capacity to support sustainable enrolment growth and learner success by expanding access to relevant, in-demand programs, optimizing infrastructure and resources and deepening partnerships that drive workforce development and community prosperity. The focus will be on domestic enrolment growth.

2.1. Continue to expand enrolment opportunities:

- Develop accessible and flexible programming that serves diverse types of learners across all levels and delivered through multiple modes.
- Introduce new academic offerings, including bachelor's and master's degrees as well as destination programs, to differentiate and support institutional growth.
- Focus on programming which adapts to existing labour market needs and anticipates future demand.
- Collaborate with local businesses, economic development organizations and community stakeholders to identify talent pipeline opportunities and ensure programming aligns with regional workforce priorities.
- Implement targeted marketing and recruitment strategies to support

enrolment growth and reach underrepresented or emerging learner segments.

2.2. Strengthen partnerships and engagement

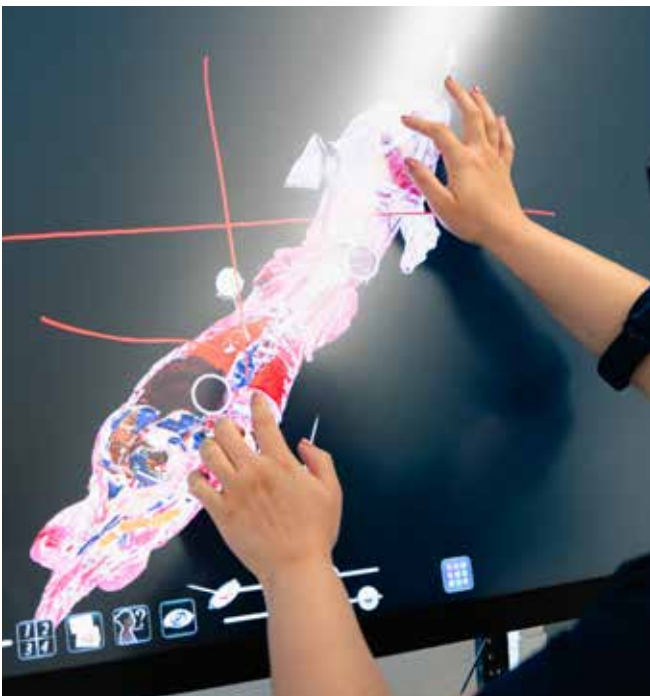
- Enhance communication strategies to keep stakeholders informed and aligned, building trust and momentum around college priorities and initiatives.
 - Enhance employee engagement to strengthen institutional culture, drive innovation, support excellence and align employee efforts with strategic goals.
 - Deepen alumni engagement by continuing to build meaningful connections, creating opportunities for involvement and showcasing the impact of alumni contributions on student success, institutional advancement and community prosperity.
 - Simplify pathways for external partners to collaborate with the college, creating clear frameworks that encourage investment, innovation and long-term engagement.
 - Deepen relationships with government stakeholders to secure policy support, funding opportunities and strategic alignment with regional and national priorities.
- Engage employers in meaningful partnerships that expand work-integrated learning, applied research and entrepreneurship to drive relevance and institutional visibility.
 - Advance applied research initiatives that integrate faculty and student expertise, attract external funding and elevate the college's academic and industry profile.



Thanks to community volunteers, Conestoga College students and employees, a new community garden has taken root at our Cambridge campus, serving as a place for learning and connection while adding to our sustainability efforts, such as our pollinator garden and solar grazing field.



The Helena Webb Mentorship Program is a blended, competencies-based mentorship opportunity that connects final-year students with leaders to explore career pathways, build professional networks and boost career readiness skills.



Digital cadavers transform learning for students in health sciences and veterinary programs at Conestoga. Displaying life-size, digitized versions of human and animal bodies that provide accurate 3D representations and simulations of anatomy, physiology and pathology, Anatomage tables help bridge knowledge gaps.

3. GOAL – QUALITY

Deliver high-quality learning and development while fostering an inclusive environment that empowers students and employees to thrive.

3.1. Uphold rigorous quality assurance standards

- Ensure academic programs and services meet or exceed established quality benchmarks.
- Continued reviews and assessments to identify opportunities for excellence in teaching, learning and operations.
- Align internal processes with provincial, national and global standards to reinforce credibility and trust.

3.2. Leverage quality audits to drive educational innovation

- Translate audit findings into tangible improvements in curriculum design, instructional methods and student support.
- Engage employees and students in interpreting audit outcomes and developing solutions.
- Foster an environment of growth and adaptability across academic and support units to elevate learning and student experience.

3.3. Pursue strategic accreditation to ensure program relevance

- Seek accreditations that validate the alignment of programs with current industry standards and employer expectations.
- Strengthen the value of Conestoga credentials in national and international contexts through affiliations with respected accrediting bodies.
- Use accreditation standards to guide curriculum and practices to meet evolving sector needs.

3.4. Deliver inclusive, high-quality student services

- Provide a comprehensive suite of services – academic, personal and professional – that are tailored to meet the evolving and diverse needs of the student population to support success.
- Design student programs and services with cultural competence, accessibility standards and trauma-informed practices to foster belonging and equitable outcomes.
- Promote collaboration across departments to create a seamless and coordinated support experience.

3.5. Elevate employee excellence to strengthen learning and service quality

- Provide ongoing opportunities for employees to enhance their skills, knowledge and leadership capabilities.
- Attract and retain top talent with a workplace culture rooted in respect, recognition and inclusion.
- Foster a collaborative and innovative environment where employees are empowered to contribute, grow and deliver exceptional learning and service experiences.



Employee Experience & Development plans workshops and activities designed to foster a collaborative environment, where Conestoga employees are empowered to develop their skills and well-being.



Measuring Our Progress

Conestoga is committed to delivering programs and services that meet the expectations and needs of our diverse stakeholders. To ensure accountability and continuous improvement, we align our performance measurement framework with the college's three strategic goals: Sustainability, Capacity and Quality.



Immersive clinical simulation brings together students from various School of Health & Life Sciences programs to form inter-professional health-care teams. Together, they tackle the challenge of delivering person-centred care to patients. Simulations are transformative experiences that include reflective debriefings, enhancing clinical skills, critical thinking, teamwork and empathy — ultimately preparing our students to excel in their future careers.



For each category, key performance indicators will be integrated into annual planning and reviewed regularly to assess progress and impact.

Sustainability

- **Financial stability**
Cost-efficiency, program viability, ROI across initiatives
- **Operational efficiency**
Adoption and impact of digital tools and data-informed decisions
- **Environmental responsibility**
Integration of Sustainability Action Plan and goals outlined in plan

Capacity

- **Enrolment**
Program accessibility, alignment with labour market needs, recruitment effectiveness
- **Stakeholder Engagement**
Alumni engagement, external funding, collaboration, applied research projects, positive reputation/sentiment

Quality

- **Academic excellence**
Graduate Employment Rate, graduation rate, employer satisfaction, student satisfaction, program quality ratings
- **Innovation and accreditation**
Audit implementation, accredited programs, curriculum update projects
- **Student services**
Utilization, accessibility, student satisfaction, student retention
- **Employee experience**
Professional development participation, accessibility, employee satisfaction, retention rate

Photos L-R: At a School of Creative Industries celebration, an Animation program student reflected that “it’s the people who truly make Conestoga unique.” Dedicated current and retired employees, partners and friends enrich campus life and support student success through volunteering their time and involvement in student awards.



Conestoga's faculty and staff go above and beyond, ensuring that our students feel a sense of belonging and are empowered to reach their full potential.

Thank You

Conestoga employees make a significant impact on the lives and futures of our students while also contributing directly to the well-being and prosperity of our broader community.

Our students come from a diverse range of backgrounds—recent high school graduates, post-secondary degree holders and individuals seeking to advance or change their careers. What unites them is their shared desire to succeed and their willingness to work diligently toward achieving their academic goals.

It is through the collective efforts of our employees that we are able to champion innovation in education and research, effectively serving the needs and priorities of our communities. Your dedication fosters an environment where every student is encouraged to thrive and empowered to realize their full potential.

Your commitment to excellence is evident in the high-quality education provided at Conestoga, ensuring that students are well-prepared to meet the demands of a rapidly changing world.

Together, we will continue responding to the evolving demands of our communities and uphold our mission of delivering programming, workforce development and industry-focused research that meets local, regional and international demands.

Thank you for your commitment to making a difference in the lives of our students and for your integral role in shaping the future of Conestoga College.



The Aubrey Hagar Distinguished Teaching Award recognizes faculty members who have made outstanding contributions to or have taken a leadership role in the teaching-learning process at Conestoga College.



Students say it best — at Conestoga, it's the faculty and staff who raise the bar: as mentors, motivators and a constant source of support.



2025-2026 Board of Governors

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Administrative Deans

Sunand Sharma, *Dean of Students*

Local Bargaining Unit Presidents

Leopold Koff, *President, Local 237*

Vikki Poirier, *President, Local 238*

Conestoga Students Inc. (Student's federation executives)

Alex Oestreicher, *President*

Rajveer Singh, *Vice President*

Shubham Savaliya, *Associate Vice President*

Note: This information reflects titles in effect as of December 8, 2025.