



STRATEGIC PLAN

2025-2030

GAME CHANGING INNOVATION

Flourishing **students**. Thriving **communities**.

THIS IS TREATY LAND.

TREATY 16
Lake Simcoe
Purchase (1815)

TREATY 18
Nottawasaga
Purchase (1818)

TREATY 19
Ajetance
Purchase (1818)

TREATY 45.5
Saugeen Tract
(1836)

WILLAMS
TREATY (1923)

There are 46 treaties covering Ontario and five governing the land on which Georgian is located.

Acknowledging the land we live, work and play on – one that generously provides for and sustains us – is one step on our collective journey toward truth-telling and reconciliation.

Georgian College acknowledges that all campuses are situated on the traditional land of the Anishnaabeg people. The Anishnaabeg include the Odawa, Ojibwe and Pottawatomi nations, collectively known as the Three Fires Confederacy. Georgian College is dedicated to honouring Indigenous history and culture and committed to moving forward in the spirit of reconciliation and respect with all First Nation, Métis and Inuit people.



Georgian is on a journey of truth and reconciliation and we've made Indigenization a priority.



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For many, we represent new beginnings and possibilities for growth, development and positive transformation.

Driving local, regional and global impact.

Georgian has always been a place of opportunities and igniting potential – for our students, employees, partners and communities.

Though we serve communities in Ontario, our influence is borderless with our graduates making an enduring mark all over the world. Part of our success is good governance and having a strong strategic plan to guide us.

During this time of rapid change brought on by technological, demographic and labour-market shifts, a forward-thinking plan helps us align on areas of priority, foster a shared sense of purpose, inform our decision making, respond to challenges, and inspire confidence as a postsecondary and regional leader.

Our next strategic plan outlines how Georgian will expand our impact through cutting-edge programs, reimagined services and supports, collaborative partnerships, and an audacious and creative mindset.

At its core is our commitment to people and cultivating a culture of true belonging. We know diversity of thought and perspective is a powerful driver of innovation.

Through bold new commitments, we'll empower our students, employees and partners to bring their talents, perspective and skills to our collective efforts to meet workforce needs, address skills shortages, and drive meaningful change.



As we look to 2030, achieving our plan will take the ongoing dedication, investment and engagement of us all. I'm confident we'll build on Georgian's outstanding record of success to create a legacy and future we can all be proud of.

Thank you for your continued support.

Steve Lowe | Chair, Board of Governors

A bold way forward.

Aaniin, She:Kon, Nakurmiik, Tanshi, which means hello in Ojibwe, Mohawk, Inuktitut and Michif.

Georgian has proudly served Ontario for almost 60 years – recognized for our exceptional people, programs and partnerships. We've grown into a strong, vibrant, multi-campus community driving positive social, economic and environmental impact.

As our world, workplaces and the needs of our constituents change, we must continue to evolve too. That's why we're introducing a new strategic plan to guide us to 2030 and beyond, designed to build on our strengths while redefining what teaching, learning, working – and, ultimately, serving you – looks like.

We know a thriving future rests on our ability to innovate. We need to be forward looking about postsecondary education and equip learners across fields and industries to be part of the solution that will help address Canada's productivity challenges. This means doing things differently and leading with curiosity, compassion and imagination. It means challenging ourselves to be even more creative, collaborative, visionary and brave.

Our plan outlines how we'll remain at the forefront of transformative, career-focused education while delivering unrivaled experiences and game-changing innovation. It reflects insights and feedback we heard from our constituents about the kind of institution they expect us to be – one that's bold and daring.

Our plan also maintains important elements that make us who we are: profoundly caring, supportive, nimble, responsive, and consistently striving for excellence.

This is our blueprint for success and inspiration to shape a strong and sustainable future. I encourage you to spend some time reflecting on it and look forward to partnering with you as we bring our plan to life.

Influencing meaningful change has always been part of our DNA. I'm confident, together, we'll bring our mission, vision and values to life and produce the highly skilled global citizens, innovators and changemakers our workplaces and world need – all while exuding hope, optimism and a passion for what's possible.

“

We listened and now we're stepping up to deliver on a bold new strategic plan.



Chi-Miigwech; thank you.
Kind regards,

Kevin Weaver | President and CEO, Georgian College

120 DAYS

of listening.

Vision
2030



The listening tour.

Over the course of 120+ days, we went on a listening tour and invited our many constituents to share insights, ideas and feedback on how Georgian can make the greatest impact.

We deeply valued what we heard and used this input to guide our strategic plan.

The aspirations
of the people
we serve are
at the heart of
this plan.

We gathered more than 5,000 contributions from:

- students,
- alumni,
- employees,
- donors,
- industry partners and employers,
- community leaders,
- Indigenous communities, and
- friends of the college.



5,000 points
of input

1,500 survey
responses

1:1 interviews
and focus groups

65+ engagement
events

As one of 24 Ontario Colleges of Applied Arts and Technology, Georgian is governed by the Governance and Accountability framework set by the Ministry of Colleges and Universities.

OUR MANDATE

To offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities.

| Ontario Colleges of Applied Arts and Technology Act, 2002.

OUR MISSION

Inspire innovation, transform lives, and connect communities through the power of education.

OUR VALUES

WE'RE BRAVE.

Courage and curiosity drive us.

We embrace new ideas, take strategic risks, solve complex challenges and meet the evolving needs of those we serve.

OUR VISION

Game-changing innovation.
Unrivalled experience.
Human potential ignited.

WE'RE REAL.

We hold ourselves accountable.

We demonstrate honesty, integrity and personal responsibility through transparent and ethical decision-making.

WE EXCEL.

We have high standards.

We're committed to unrelenting quality in our programs, services and day to day work.

WE'RE ONE TEAM.

We collaborate.

We leverage our individual and collective strengths to foster a culture of creative problem-solving, deeper connection and authentic engagement.

WE CARE.

People are at the heart of all we do.

We actively nurture a supportive, compassionate and inclusive environment where they're respected, valued and know they belong.

OUR COMMITMENTS

Five key commitments will guide our efforts as we work toward our shared goals – each advancing meaningful change and impact.

GAME CHANGING INNOVATION

Flourishing **students**. Thriving **communities**.



Scan to learn more about our strategic framework.

OUR MISSION

01

Transformative education

02

Unrivaled student experience

03

Community impact

04

Global connectivity

05

Organizational excellence

OUR VISION

OUR VALUES



TRANSFORMATIVE EDUCATION

OUR GOAL

Advance a signature learning experience – grounded in a commitment to quality and innovation – that positions Georgian graduates as the skilled global citizens, innovators and changemakers our workplaces, communities and the world need now and into the future.

COMMITMENT 01 | TRANSFORMATIVE EDUCATION

Game-changing outcome.

By 2030, we'll strengthen our position as a postsecondary leader recognized for cutting-edge programs, curriculum and experiential learning that give our students and partners a competitive edge.

OBJECTIVES

- Prioritize uncompromising quality and innovation in teaching, experiential learning and applied research.
- Introduce new and expanded programs and pathways that anticipate and respond to labour-market needs in high demand fields.
- Be at the forefront of evolving teaching and learning practices to advance applied innovation and 21st century skills development.
- Promote access and affordability through creative and flexible pathways and modes of delivery, such as a new online campus.

KEY STRATEGIES

- Innovate and redefine our offerings to build a highly skilled regional talent pipeline.
- Expand pathways and flexible delivery options to ensure students have every opportunity to achieve their goals no matter what stage they're at in their lives and careers.
- Optimize our partnerships, operations and multi-campus network to improve equitable access to education for all – closer to home.

01

Transformative education

EVIDENCE OF OUR SUCCESS

- New and expanded program offerings aligned with regional labour-market demand.
- More options for students to access education through innovative and flexible modes of delivery.
- Increased student satisfaction and engagement with our best-in-class Georgian experience.
- Graduate satisfaction and employment rate higher than the provincial average.



UNRIVALED STUDENT EXPERIENCE

OUR GOAL

Deliver an unrivalled student experience that consistently meets the social, emotional, access and service needs of learners – ensuring every student feels guided, genuinely valued and empowered to thrive throughout their educational journey and beyond.

COMMITMENT 02 | UNRIVALED STUDENT EXPERIENCE

Game-changing outcome.

By 2030, we'll expand our reputation for having a uniquely warm and supportive environment and streamlined, student-focused services that exceed expectations.

OBJECTIVES

- Inspire and empower the leaders of tomorrow by engaging them in shaping the services and experiences that define their academic journey, amplifying their voices and meeting their evolving needs.
- Provide supportive, personalized, student-centred services so every learner feels genuinely cared for and valued.
- Ignite innovation and spark change by offering dynamic, hands-on experiences that connect students to their career aspirations and prepare them to lead in a rapidly evolving world.
- Ensure a smooth and cohesive digital-first experience by providing a platform where students can manage all aspects of their academic life, from application to accessing support services.
- Empower more learners to unlock their potential through expanded access to postsecondary education.

KEY STRATEGIES

- Prioritize work-integrated learning, industry connections and early career preparation in every program.
- Provide seamless, timely and impactful wrap-around student supports.
- Grow community and industry partnership opportunities for students to engage in differentiated experiences to hone essential and professional skills.

02

Unrivalled student experience

EVIDENCE OF OUR SUCCESS

- Increased student satisfaction and engagement with our best-in-class Georgian experience.
- Expanded opportunities for students to share their voices.
- Differentiated experiential learning opportunities that are highly immersive and engaging.
- Improved access to education that unlocks potential and opportunities.
- Graduate satisfaction and employment rate higher than the provincial average.



COMMUNITY IMPACT

OUR GOAL

Amplify our impact by broadening our deep community, industry and alumni partnerships to accelerate our mission, connect students to opportunities, and drive lasting and meaningful economic, environmental and social change.

COMMITMENT 03 | COMMUNITY IMPACT

Game-changing outcome.

By 2030, we'll deepen our impact as a catalyst for economic and social development by working alongside our community, industry and alumni partners to unleash opportunities and build a more equitable, sustainable and prosperous future for all.

OBJECTIVES

- Strategically support research, innovation and entrepreneurship activities that drive regional development and strengthen Canada's productivity.
- Optimize a multi-campus strategy to meet the access needs of learners while supporting regional economic and social development priorities in fiscally responsible ways.
- Enhance workforce development to meet the rapidly changing needs of our community and industry partners.
- Advance community, industry and alumni connections and partnerships to propel transformative experiences and amplify collective impact.
- Foster a culture of environmental stewardship by integrating sustainable practices across operations and curricula.

KEY STRATEGIES

- Elevate our reputation and impact as a multi-campus college that responds to regional, national and global needs and priorities.
- Grow as a catalyst for regional economic and social development by strengthening our local and global connections.
- Cultivate collaboration across campuses, disciplines and sectors to unlock opportunities and build more equitable, sustainable and prosperous communities.

03

Community
impact

EVIDENCE OF OUR SUCCESS

- Deepened partnerships and purposeful engagement with our communities, employers, industry and alumni.
- Enhanced targeted research, innovation and entrepreneurship activity.
- Expanded programming accessible at every campus, aligned with regional demand.
- Enriched workforce training to support the needs of our community and industry partners.
- Measurable improvement in the college's sustainability performance.



GLOBAL CONNECTIVITY

OUR GOAL

Enhance Canada’s innovation landscape by fostering global connectivity, inspiring our learners to think critically about global challenges and empowering our community to be informed, responsible and active global citizens. To connect our learners to the world and connect the world to Georgian.

COMMITMENT 04 | GLOBAL CONNECTIVITY

Game-changing outcome.

By 2030, we’ll elevate our multi-faceted global partnerships, increase engagement of global learners and expand transformative global experiential learning opportunities. We’ll connect our learners to the world and bring global expertise, perspectives and opportunities to our region, enriching the student experience and driving impactful outcomes.

OBJECTIVES

- Diversify and expand global partnerships that support game-changing innovation and experiential learning.
- Strategically expand opportunities for students to engage in innovative global experiential learning.
- Prepare our learners, employers and community partners to be global citizens by promoting global perspectives in all programs and community/industry engagements.
- Create a transformative, premier experience that distinguishes Georgian as the top choice for international students.

KEY STRATEGIES

- Embrace our role as leaders in international education to promote global citizenship, inter-cultural competencies, and international experiences among our students, employees and communities.
- Build our capacity to mobilize quickly to support the expansion of global partnerships, curriculum and pathways opportunities.
- Prioritize a robust and coordinated approach to ensure international students are well supported throughout their Georgian journey.

04

Global connectivity

EVIDENCE OF OUR SUCCESS

- Strengthened depth and quality of unparalleled global partnerships.
- Thriving worldwide alumni network actively engaged with the college.
- Increased percentage of students participating in global experiential learning opportunities.
- Increased innovative education pathways to attract and retain global learners in our campus communities.



ORGANIZATIONAL EXCELLENCE

OUR GOAL

Achieve organizational excellence and financial sustainability by empowering people, innovating processes, stewarding resources and strengthening institutional results.

COMMITMENT 05 | ORGANIZATIONAL EXCELLENCE

Game-changing outcome.

By 2030, we'll be recognized as the most innovative institution in the Ontario college sector.

OBJECTIVES

- Nurture an immersive, inspired and unrivaled employee experience through an innovative people and culture plan.
- Develop and execute an organizational effectiveness strategy that integrates formal innovation frameworks in our processes, policies and practices to drive excellence.
- Bolster integrated resource planning, cross-functional alignment and collaboration to steward our resources efficiently and effectively.
- Establish more spaces that inspire collaboration, creativity and learning.

KEY STRATEGIES

- Enhance organizational learning and leadership strategies that align, empower and support Team Georgian.
- Recognize, celebrate and strengthen Georgian's treasured human-centred and unrivaled organizational culture.
- Prioritize activities that will highlight our focus on quality, innovation, collaboration and delivering an unrivaled student experience.
- Discover and implement new and creative ways to secure Georgian's financial future.

05

Organizational excellence

EVIDENCE OF OUR SUCCESS

- Unrivaled employee experience that defines us as the workplace of choice.
- Strengthened financial sustainability to secure a resilient and prosperous future.
- Expanded innovative learning and working spaces that foster collaboration and creativity.

Informing all that we do.

FOUNDATIONAL THREADS

EQUITY, DIVERSITY, INCLUSION AND BELONGING | INDIGENIZATION | CHANGEMAKING

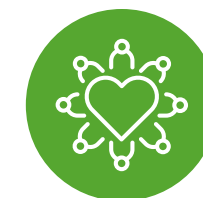
Along with our mission, vision, values and strategic commitments, there are three areas of focus woven throughout our work that underpin this plan.

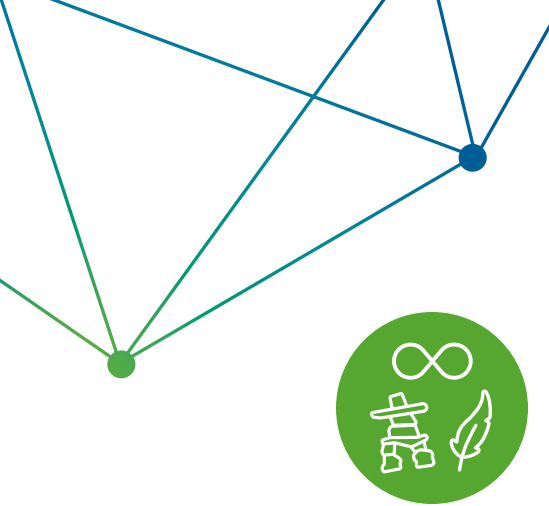
EQUITY, DIVERSITY, INCLUSION AND BELONGING

Equity, diversity, inclusion and belonging (EDIB) are foundational principles that shape the way we teach, learn and engage with one another at Georgian.

We celebrate diversity as a source of strength, innovation and growth. By embracing a wide range of perspectives, experiences and identities, we foster a learning and working environment that reflects the richness of our regional, national and global communities. Our commitment to EDIB means actively identifying and dismantling systemic barriers, fostering inclusive environments, and ensuring multiple perspectives are heard and valued.

Through innovative programs, intentional policies and strong community partnerships, we create equitable pathways to learning and professional growth. We cultivate spaces where authenticity is embraced, diverse voices are amplified and individuals feel a true sense of belonging. By embedding inclusive practices into everything we do, we build a culture where everyone can participate fully, contribute meaningfully and thrive with confidence.





INDIGENIZATION

Georgian is on a journey of truth-telling, decolonization and reconciliation.

This includes amplifying Indigenous perspectives; resisting the erasure of Indigenous languages; taking action to change colonial structures, processes and practices; consulting with and including Indigenous communities in decision making; empowering Indigenous people to fully share their voices and gifts; and enriching our campuses, curriculum and pedagogy with Indigenous history, culture, ways of being and knowledge.

As a college of choice for First Nation, Métis, Inuit and other students of Indigenous ancestry – this is a place where people can thrive academically and personally and are empowered to lead and take action toward transformative change.

The vision and goals outlined in the *Maajiishkaadaa (Let's Move Forward Together)* Indigenization plan and the principles within the Indigenous Education Protocol serve as guiding documents on this journey.

CHANGEMAKING

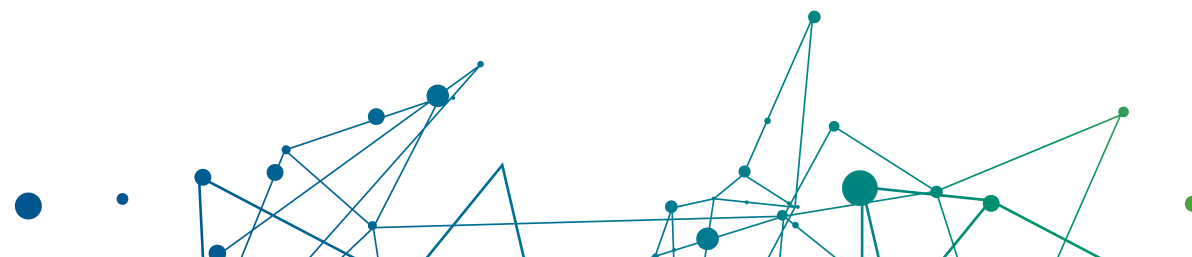
We believe in the power of education to advance positive transformation in our communities, workplaces and the world.

A changemaker is someone who identifies challenges, empathizes with others, sees opportunities, takes meaningful action, and empowers those around them to do the same.

We bring this commitment to life by working alongside students, employees and community partners to cultivate a culture of curiosity, collaboration and problem-solving for real-world impact. Through activities such as hands-on learning, applied research and community-driven projects, we prepare students with the skills, confidence and mindset to lead change in their fields and communities.

We support our employees in embedding changemaking and innovation into their work, encouraging bold ideas, continuous learning and inclusive leadership. We also actively engage with industry and community partners to co-create solutions to pressing challenges, harnessing collective expertise to build a more sustainable and equitable future.

As a community college with regional, national and global reach, we're committed to improving socioeconomic well-being and environmental ecosystems and advancing the United Nations Sustainable Development Goals. Georgian is not only a place of learning but a catalyst for meaningful and lasting change.





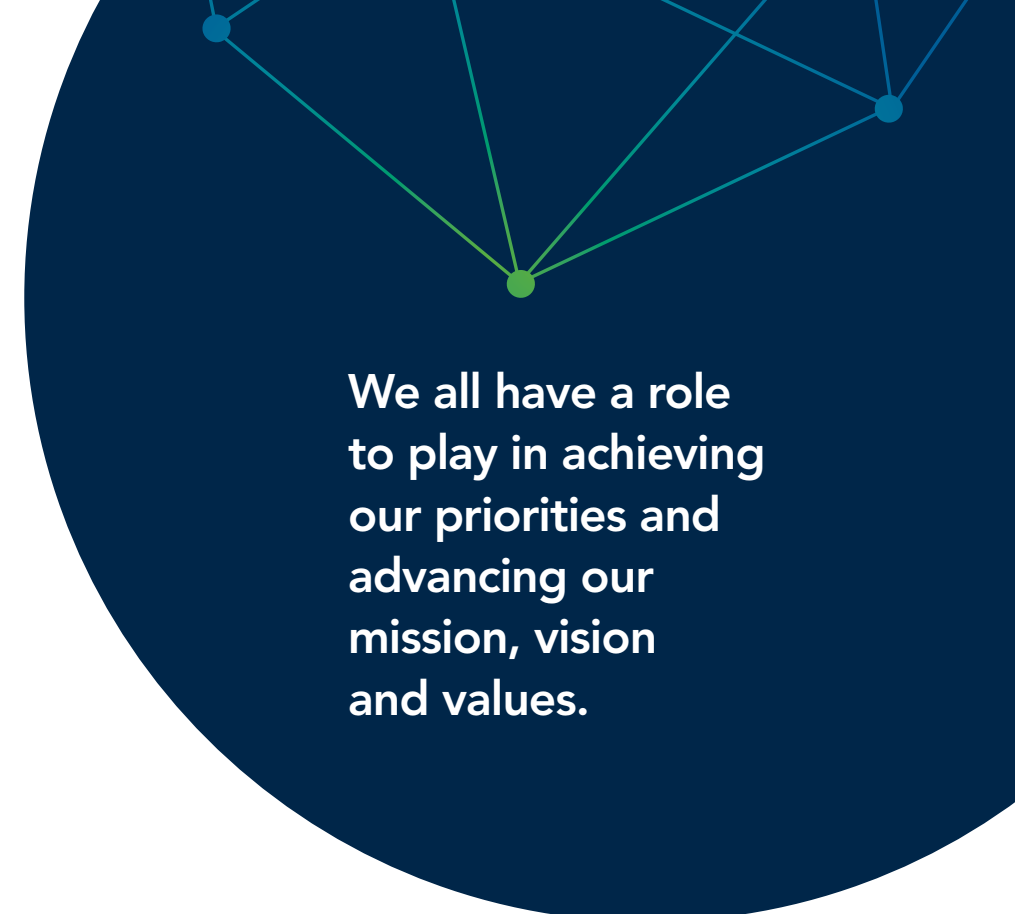
WE'RE ACCOUNTABLE

HONOURING our commitments.

As a public college, we're accountable to you – our constituents. To ensure we deliver on our commitments outlined in this plan, we'll regularly measure our progress against clearly defined goals, provide transparent updates, tell stories about our shared success, and actively seek feedback.

Thank you for your continued support and engagement.

Together, we'll lead through challenges ahead and ensure both Georgian and our students are poised to thrive, now and well into 2030 and beyond.



We all have a role
to play in achieving
our priorities and
advancing our
mission, vision
and values.



Scan code
to learn more
about our
strategic plan.

GEORGIAN BAY

LAKE HURON


OWEN SOUND
CAMPUS
POP. 22K
JOHN DI POCE SOUTH
GEORGIAN BAY CAMPUS
(COLLINGWOOD)
POP. 25K
ROBBERT HARTOG
MIDLAND CAMPUS
POP. 18K
MUSKOKA CAMPUS
(BRACEBRIDGE)
POP. 17K
ORILLIA CAMPUS
POP. 33K
BARRIE CAMPUS
POP. 148K

LAKE SIMCOE


ORANGEVILLE
CAMPUS
POP. 30K
1
HOUR

TORONTO

LAKE ONTARIO

GAME CHANGING INNOVATION

Flourishing **students**. Thriving **communities**.

GeorgianCollege.ca

BARRIE • MIDLAND • MUSKOKA • ORANGEVILLE • ORILLIA • OWEN SOUND • SOUTH GEORGIAN BAY