

OUR BOOK OF COMMITMENTS

SECOND EDITION

JUNE 2013

COLLEGE
CENTENNIAL
1913-2013

See where
experience
takes you.

WHAT'S IN A BOOK?

When it comes to our own, nothing less than the culmination of conversations with 1,000 college staff, faculty, students, alumni, employers and community partners to help us craft a strongly articulated vision for Ontario's first public college.

This is our second take on a creative blueprint we've come to call *Our Book of Commitments*. Suffice it to say there's no fear of commitment at Centennial.

Great teaching is a contact sport and we're more than happy to reach out and grasp the hearts and minds of those who wish to be challenged, those who want to take a different path to realize their goals.

Much has changed in the 47 years since former Premier William Davis established the Ontario college system. Centennial has transformed itself from a local community college with a tightly defined "catchment area," to a worldly institution with a presence in several emerging markets, including China, India, South Korea and the United Arab Emirates.

We've done a remarkable job of staying true to our original mission of preparing graduates to enter the work force, while offering students unparalleled ways to learn to be leaders. We've built enduring partnerships with local communities while preparing our graduates to succeed in a global context. We are now **transforming lives and communities** from Scarborough to Shanghai, Markham to Mumbai.

As a leader in internationalization, we've done brilliant work teaching international students and I like to think these students return home with a little of the red maple leaf affixed to them – with a new appreciation of Canadian values and a real desire to lead in their home countries. Conversely, we are enabling more Canadian learners to have an international adventure: be it completing a semester in Spain, an internship in South Africa or a Global Citizenship learning experience in the Amazon Basin.

It's education without borders, because the world has changed, and so has Centennial. We've re-created our College, giving us a unique position in the marketplace and, in fact, the world. Now we're prepared for the next set of challenges: to be more innovative and entrepreneurial; to further exploit the benefits of technology; to creatively engage our employees; to build more bridges with communities and employers; to see our graduates do meaningful work and have meaningful lives. And we'll do it. Because "**a commitment, after all, is so much more than a belief. It is a promise to act on that belief.**"

With respect and appreciation,

Ann Buller, *President & CEO*

OUR STRATEGIC GOALS

In 2009, we published the first edition of *Our Book of Commitments*, outlining what we as a College promised to make a reality for our students, our employees and our community. We're justly proud of our achievements, and they have prepared us well for what comes next.

Our vision is a confident one. We believe that we can lead our peers – across Canada and around the world – in the challenge to create more powerful, more meaningful and more relevant experiences for our community. We believe that we can change not just how we regard the value of a college education, but how the world values it. We believe that we must continue the pace of reinvention and innovation that has defined Centennial's transformation to date.

Specifically, we will:

1. Identify key strategies and metrics that position Centennial as a world-class College: student engagement and citizenship; employee engagement; administrative effectiveness; strategic partnerships.

2. Compete for students and partnerships internationally while staying strong and relevant locally.

3. Be a leader – in our sector, in Canada and beyond – building on our confidence and our bold aspirations.

INTRODUCING OUR NEW COMMITMENTS:

1. **Bring the New Essential Skills to a Global Community**
2. **Drive Innovation and Entrepreneurship**
3. **Offer the Map and the Compass**
4. **Redefine the Relationship Between Education, Experience and Employment**
5. **Make a Bigger Promise to Students**
6. **Ensure Smart Stewardship and the Truly Sustainable College**
7. **Lead the Conversation**
8. **Offer a Signature Employee Experience**

BRING THE NEW ESSENTIAL SKILLS TO A GLOBAL COMMUNITY



COMMITMENT 01

BRING THE NEW ESSENTIAL SKILLS TO A GLOBAL COMMUNITY

We remain committed to ensuring that graduates have the technical, applied, occupational and professional skills needed to meet international workforce standards. We also believe that the competencies within this framework are complemented by essential employability skills.

Team work, communication and problem-solving – for decades these have been viewed as skills essential for all employees, but most specifically, for new graduates entering the workforce. While these remain critical, we believe that the changing world demands a new set of essential skills, resulting in competent, caring and capable employees and citizens. We view these competencies as the new toolbox, incorporating such skills as:

- Innovation, entrepreneurship and intrapreneurship
- Collaboration
- Digital literacy (including social media awareness, judgment and etiquette)
- Cultural competencies, globalization perspectives and respect for Aboriginal/indigenous peoples
- Applied ethics (taking action when appropriate and necessary)
- Financial literacy
- Personal resiliency: adaptation, navigation and negotiation
- Reflective practice, empathy, civility and social responsibility
- Global citizenship, social justice and equity competency, experience and awareness

We believe that we can, and must, do more than just embed these skills in our current curriculum. We believe that we can work at a system scale to define, deliver and measure the new essentials in everything we do, for everyone who is a part of our community: students, employees, peers and community partners. Through this commitment, we can stand behind our promise of learning for all.

BRING THE NEW ESSENTIAL SKILLS TO A GLOBAL COMMUNITY

FROM COMMITMENT TO ACTION:

Embed innovation and entrepreneurship. Build upon existing work such as the Conference Board of Canada's Innovation Skills Profile 2.0 that will assist workplaces and individuals to identify and assess their competencies to determine congruency between their skills capacity and needs. The development of innovation and entrepreneurial learning outcomes specific to each program area and/or discipline is based on four foundational skill sets: 1) generating ideas, 2) taking calculated risks and being entrepreneurial, 3) developing and maintaining interpersonal relationships and 4) turning ideas into marketable products, processes and services through business detail orientation.

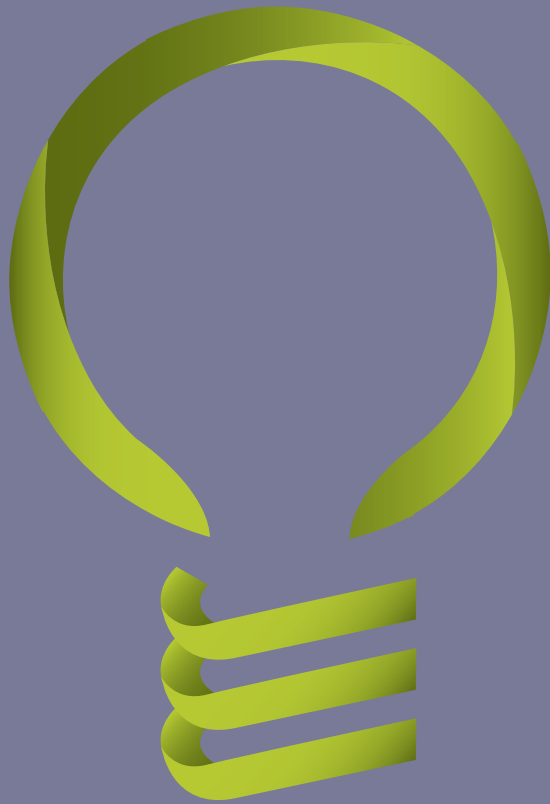
Through our comprehensive program review process, identify programs from various schools that prepare graduates in professions and trades that have high rates of self-employment and/or have high rates of innovation skills required in the workplace.

Introduce the new essential skills in our Academic Plan, defining them clearly, and embedding them broadly across programming and through a diverse curriculum at a number of levels of skills achievement. We will build programs and courses on continuously updated insights from the workplace and on the latest insights in experiential learning.

Deliver the new essential skills in ways that will give us greater reach than ever before: in our classrooms; through a new offering of entry-level MOOCs (Massive Open Online Courses); through our Continuing Education/Corporate Training channel; and in highly condensed and focused modules for students, alumni and employees.

Provide innovative assessment tools to allow students, staff and alumni to track and demonstrate their progress as they enter and leave our programs, and to document their achievements in their portfolios.

Put a new emphasis on interdisciplinary curriculum and better collaboration across all disciplines. Support co-creation of knowledge and learning between student/teacher and external partners – a more fluid and interconnected model of education.



DRIVE INNOVATION AND ENTREPRENEURSHIP

We have isolated the “essential skills” of innovation and entrepreneurship as a commitment because they have such a broad impact on how we adapt our curriculum, delivery and services. Our graduates’ success will depend on their ability to be agile and creative in shaping their own career paths.

Innovation and entrepreneurship have taken on a new importance in our society both as engines of economic prosperity and as sources of social innovation and social enterprise. Many organizations – public and private – have embraced the challenge of supporting, educating, advising and investing in innovators, entrepreneurs and intrapreneurs (people who innovate inside organizations).

So, what will be the uniquely Centennial contribution to this vital movement?

We believe that innovation and entrepreneurship are relevant to every sector of our economy and are therefore everyone’s possibility. If they are to become an integral feature of our national culture and not just an option for a chosen few, we must embed them broadly as values and as skill sets, and we must have goals that allow for social innovation, creating entrepreneurs whose goals go beyond commerce and towards advancing a civil society.

Our commitment is to build strong supports for entrepreneurship education and life experiences through a portfolio of programs and services.

COMMITMENT 02

DRIVE INNOVATION AND ENTREPRENEURSHIP

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FROM COMMITMENT TO ACTION:

Opening the Door to Innovation. We have incorporated experiential learning inside and outside of the classroom and have increased engagement with faculty and the community, where appropriate, as a means to erase the boundaries between the classroom and the workplace.

We believe that learning happens best in a safe, guided and supportive environment, when it allows for collaborative and interactive opportunities and when the activities are experiential and project-based. For this reason, we propose a new interdisciplinary and experiential learning program. Students from eight different schools at Centennial will work in teams to provide innovative solutions to local businesses, earning credit towards graduation (either their “major” or the Leadership designation). Student-led and faculty-facilitated teams would apply their knowledge and skills to produce business deliverables for local companies. The program will provide many resources to students, faculty and staff, including an Executive-In-Residence, mentorship program and a hub for community partners who support this innovative initiative. It will help local businesses achieve higher levels of productivity while preparing our students to be entrepreneurs and innovators.

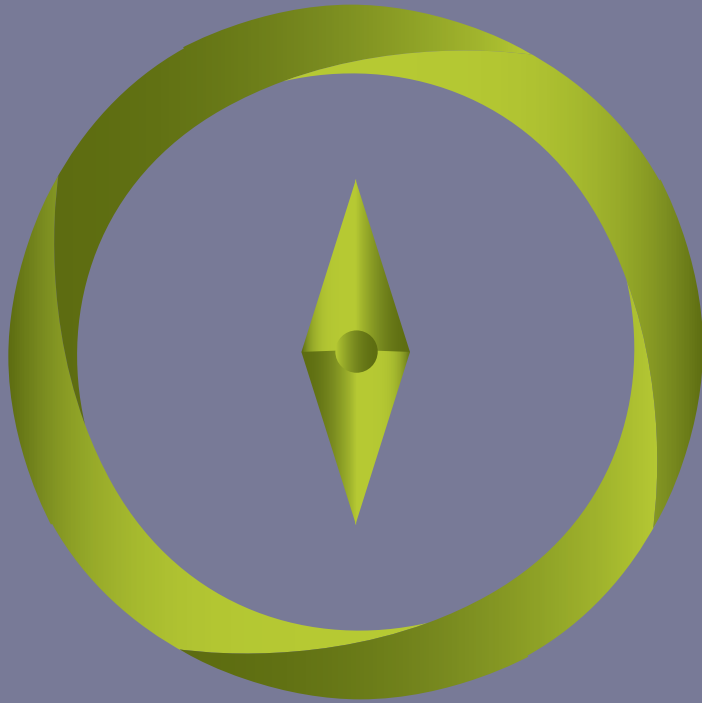
Expand our capacity in applied research, with a dual focus on commercialization and social innovation. House an incubator that enables students, graduates and their partners to create products, services and approaches that lead to economic prosperity and social stability. Embed experiential, applied research and service learning projects in key programs, engaging local businesses and organizations. Facilitate the development of products, tools and processes with a social innovation lens, enriching the communities we serve, and expanding our leadership in experiential education that places a strong emphasis on global citizenship, social justice and equity. We will also accelerate our capacity for applied research partnerships, commercialization and social innovation internationally, through an “Innovation without Borders” strategy. Establish creative ways to support and fund development and commercialization.

Establish Centennial as a “partner for life-long learning” by establishing a learning-centred alumni program. We will:

- Offer entrepreneurial modules to graduates looking to build new businesses
 - Develop a “call-back” program to alumni, offering quick, effective and economical ways to upgrade their skills or to meet changing professional standards
 - Launch a Centennial intern program, where graduates can gain work experience by participating in applied research or other projects on campus
 - Offer the Teaching and Learning in Higher Education program to alumni, to encourage them to consider teaching as a profession
 - Reach out to international alumni, to encourage ongoing relationships and connectivity with off-shore businesses and industries
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Develop a “Circle of Champions.” Community and business leaders with a commitment to innovation and entrepreneurship would form a “super” advisory committee, offering insight into curriculum, organizational structure and funding, while providing mentorship and coaching to faculty and students.

Strengthen institutional capacity. Integrate key related functions within the College: the Applied Research and Innovation Centre, the Centre of Entrepreneurship, Career and Co-operative Education Services and our School of Continuing Education. Build upon the interrelationships of these areas and create an integrated plan. Provide opportunities for employees to enhance their entrepreneurial and innovation skills by offering on-site training and strategically using sabbaticals and other professional development programs.



COMMITMENT 03

OFFER THE MAP AND THE COMPASS

OFFER THE MAP AND THE COMPASS

We already know that the future of learning is multi-channel, social and life-long. We will continue to build programs, services and tools to support the new forms that education will take in the coming years. However, we also need to be ready for the demand that all these forms of learning be measurable, credentialed and transportable across institutions and across borders. As a learning-centred College, we must lead our peers in making learning, credentials, skills and experiences accessible and portable so that our students can access what they need, demonstrate what they have learned and get credit for their achievements in any setting.

FROM COMMITMENT TO ACTION:

Leverage technology tools to design, deliver and manage learning.

In this digital age, technology has allowed access to an unprecedented amount of information and made it possible for all to contribute or author content. Emerging educational technology tools have also made it possible for people to create communities of learning beyond borders. Given the changing landscape of education and the evolving learning needs and expectations of students and staff, Centennial's program design and delivery will leverage technology to create 21st-century learning environments. And we will bring the best possible technological infrastructure to our College to enhance and extend our reach and impact.

Through our e-Learning strategy, the Teaching and Learning in Higher Education program and our learning management system, we will seamlessly integrate technology in curriculum for online, blended and enhanced delivery. Courses in the Schools of Business, Advancement and Hospitality, Tourism and Culture are ideally suited for this purpose and will serve as models for other diploma and degree programs.

Launch a MOOC focusing on Global Citizenship curriculum and recast Humanracebook as a global classroom.

OFFER THE MAP AND THE COMPASS

FROM COMMITMENT TO ACTION:

Establish the Centennial College Centre for Pathways, Degrees, and Credential Completion. This hub that focuses on student choice and aims to assist students and employees in determining the quickest and most efficient route to degree completion, post-degree studies or up-skilling related to their field. The Centre will support the needs of students in our bridging, degree, joint and collaborative programs with university partners and students who seek to continue their education and complete degrees in other postsecondary institutions. Working with key professional associations and industries, identify changing needs in particular fields and provide a mechanism to facilitate alumni gaining the skills and knowledge they need to succeed throughout their working life. In addition, we will leverage distance-learning opportunities for degree programs with online institutions worldwide, charting a student's journey and providing on-site student services and support.

Develop new three- and four-year degree programs. We will continue to develop four-year degrees and position Centennial to offer three-year degrees in flexible formats.

Boost third-party certification. Continue third-party accreditation and external quality assessment of Centennial programs, working with our Program Advisory Committees (PACs) and others to devise innovative and relevant ways to document quality and outcomes. Undergo an assessment of international activities by the International Association of Universities, which equates to an audit of approaches, a report of efficacy and a series of recommendations. Look beyond our borders for accreditations with international stature.

Focus on strategic partnerships. Negotiate academic relationships with an emphasis on the quality and range of opportunities offered to students or graduates. Build new joint and articulated programs. Assess efficiencies and productivity to ensure that these strategic partnerships enhance the student experience.

Meet learners "where they are." Live our values by continuing to invest in a breadth of programs and options, building programs that act as bridges: to college, to university, to the workplace, to entrepreneurship, to partners. Offer upgrading courses in flexible and cost-efficient ways to improve access to our students to help them prepare for postsecondary education.

Implement a College-wide approach to advising and build on transition and retention strategies. Through new systems, processes and training employ an advising model that provides an integrated and cohesive approach to assist students in navigating learning pathways. Expand the "Roadmap to Success" program to focus on the transition from first year to second year and from graduation to employment.

Develop meaningful and clear measurement tools. Demonstrating the impact of a Centennial education on our students and graduates.

REDEFINE THE RELATIONSHIP BETWEEN EDUCATION, EXPERIENCE AND EMPLOYMENT

The pace of economic and social change means it is not enough to have solid partnerships with industry or good community relationships. To be relevant in real time, we have to be shaping, influencing and participating in the transformation of the key economic and social sectors upon which Canada's – and our graduates' – future will be built. If we are going to educate tomorrow's workforce and citizens, we must be more deeply invested in two-way relationships based on a shared vision. We must see our partners as more than prospective employers of our graduates – they will be key players in the achievement of our mission of transforming lives and communities.

This kind of commitment will require us to make strategic decisions about where we think our graduates and the College can make the biggest difference.

COMMITMENT 04

REDEFINE THE RELATIONSHIP
BETWEEN EDUCATION,
EXPERIENCE AND EMPLOYMENT

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FROM COMMITMENT TO ACTION:

Develop a signature industry experience that raises partnerships to an entirely new level. Currently, business leaders may participate in our Program Advisory Committees (PACs), hire graduates for co-op or placement roles within their companies, provide guest lecturers, support competitions or events, engage in applied research projects, access contract training or donate to the College. Strategic alliances with market leaders and select organizations will allow us to more fully develop these relationships, accruing benefits for the companies, the College and most importantly, for our students and graduates. For example, one component of the partnership could include an Executive Mentor program, where we facilitate industry leaders connecting and supporting groups of our students.

Tear down the wall between classroom and workplace with programs that blur the lines between learning and working. Become the “trainer of choice” for key sector employers, strengthening our reputation and reach.

Re-invent our Program Advisory Committee model to establish a highly engaging platform for collaboration, intelligence gathering, curriculum redesign and the overall student experience. Establish a new framework and report annually on outcomes. Celebrate our PAC member contribution, and publish the membership list on our website. To further support members taking on the role of Centennial Ambassador, offer learning opportunities at every meeting.

Implement the Strategic Campus Space Plan, prioritizing investment to ensure academic excellence, respond to student needs, accelerate growth and meet the demand for workforce development.



COMMITMENT 05

MAKE A BIGGER PROMISE TO STUDENTS

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In our last round of planning, we pledged to stand behind our promise to students, which we have done in transformational ways, including:

- Advancing excellence in academic programming and teaching
- Introducing our innovative Signature Learning Experience (SLE)
- Investing in student engagement initiatives, learning spaces and relevant services
- Targeting outreach to diverse communities, with groundbreaking work for our indigenous peoples

Now we are ready to make a bigger promise, informed by what we have accomplished and learned in the last five years.

- We will be more attuned to the entire student life-cycle and the critical moments that define success - from recruitment to beyond graduation, with an emphasis on those who are Aboriginal, females seeking to pursue non-traditional careers, students with disabilities, international students and those supporting families and children
- We will use learning loops and evidence-based planning to focus resources where we know we can make the biggest difference for students
- We will evolve how we develop and deliver programs to give them the greatest reach and impact
- We will better integrate academic and service elements to offer a truly learning-centred experience

FROM COMMITMENT TO ACTION:

Publish a dynamic new academic plan that enhances academic quality and occupational relevance, guides our approach to new program/credential development and delineates our approach to learning, teaching and scholarship. This document defines our promise to students: the vision for an engaging, enlightening, challenging and dynamic learning experience.

Apply rigorous program evaluation tools and find new, credible ways for students to share their perspectives and insights, in order to inform practice.

MAKE A BIGGER PROMISE TO STUDENTS

FROM COMMITMENT TO ACTION (CONT.):

Launch the Learning-Centred College Awards. Becoming a learning-centred college is a journey that requires each member of the College community to reflect upon the impact they have on the lives of our students and the learning experienced. We will recognize outstanding, collaborative and innovative projects, initiatives or models created and implemented by Centennial employees that contribute to student or employee learning.

Deepen our focus on the entire student life cycle – and the critical moments that define success – from recruitment to beyond graduation. Efforts to engage and support students will build upon our integration of the new essential skills. We will:

- Intensify efforts to raise awareness of respect and equity values through ongoing, targeted initiatives and embed into student service operations
- Respond to the needs of our culturally diverse student population through the internationalization of our student services
- Empower and support students in new ways through peer mentorship programs and engagement initiatives
- Develop and implement a College Student Health and Wellness Strategy with a focus on mental health
- Further develop our Leadership Passport – including new ways to achieve the designation and deepen leadership competencies
- Foster innovation in support services such as housing, counselling, career and academic advising, student relations, services for students with disabilities, financial assistance, child care and employment that enables students to focus their energy on learning, especially for those groups with unique challenges, including new Canadians and Aboriginal students, international students, students with disabilities and first generation students
- Involve students in planning student engagement activities and develop new mechanisms for gathering feedback
- Initiate research to better understand why students withdraw; assess trends and determine appropriate interventions

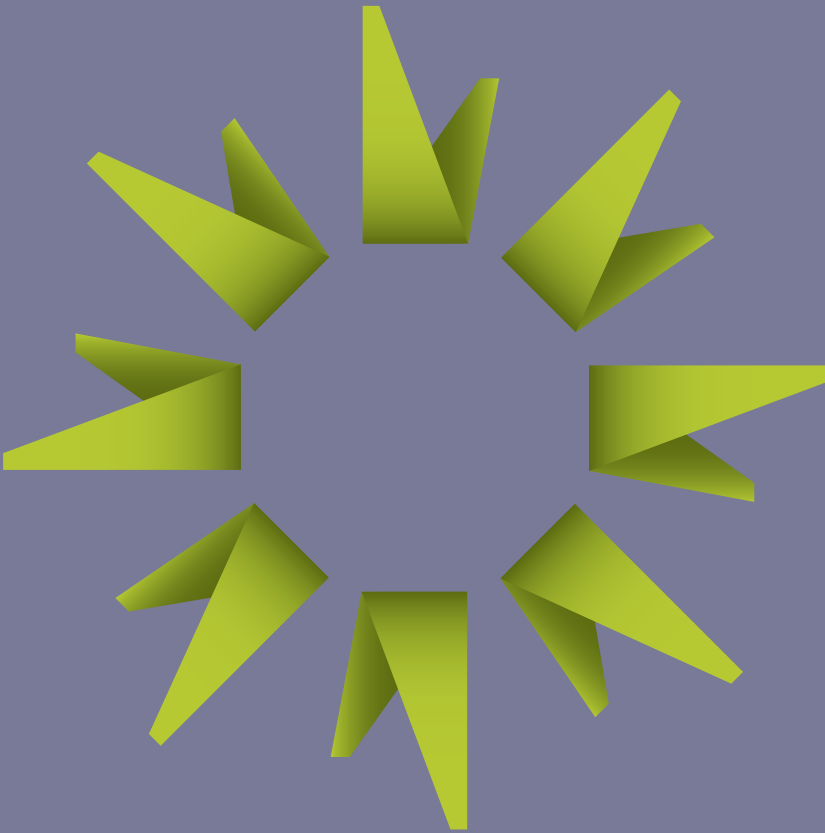
Continue to reduce barriers to postsecondary education through expanded outreach to under-represented communities and new “in-reach” initiatives to maintain the relationship and support after enrolment. Examples include:

- Providing mentorship and support to women and girls interested in seeking postsecondary education and non-traditional careers
 - Expanding our work with Aboriginal communities to build relevant learning and cultural opportunities, such as Aboriginal Learning Circles for all of our students, and to provide greater access to postsecondary education for Aboriginal youth
 - Expanding our award-winning Helping Youth Pursue Education (HYPE) program and other youth-oriented outreach
 - Continuing our leading-edge work with students with disabilities, ensuring they have the tools, accommodation and personal support they require to reach their academic and career goals
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Renew and expand our global citizenship effort through our Global Citizenship and Equity Learning Experiences (GCELEs), international exchanges and co-operative learning opportunities, and offer more experiences for students to discover “a world different from their own.”

Continuously and strategically invest in our people and our environment.

Provide meaningful learning opportunities to our employees that translate into highly engaging experiences for our students. Use capital dollars wisely; balance the need for addressing deferred maintenance with the need to focus on teaching labs, workshops, equipment and learning resources, including mobile technologies.



COMMITMENT 06

ENSURE SMART STEWARDSHIP AND THE TRULY SUSTAINABLE COLLEGE

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The World Commission on Environment and Development defines sustainability as a “process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations.” Centennial bases its work on this comprehensive approach, challenging our organization and our community to ensure that the College survives, thrives, adapts and delivers well into the future.

New Framework of Accountability

If we are going to define the new essentials of learning, we must also lead the thinking on how to demonstrate and communicate the measurement of learning excellence, individual success and the social and economic impact a Centennial education provides. This builds on the progress we have made in demonstrating the high standards that we achieve in our programs through an increase in third-party accreditation and certification.

We aim to lead our peers in the postsecondary community by adopting and developing innovative measurements of learning quality and outcomes, and seek to influence the systems of measurement used in the province and beyond.

ENSURE SMART STEWARDSHIP AND THE TRULY SUSTAINABLE COLLEGE

FROM COMMITMENT TO ACTION:

Continue to show the way to keep prudent fiscal management at the centre of all our choices – even as funding challenges persist.

Generate revenue to keep the College healthy:

- Enrolment is Centennial's primary source of revenue. Meeting enrolment targets is dependent on a College-wide, collaborative effort of integrated strategies in four broad areas: institutional research and performance measurement, program innovation and development, marketing and student recruitment, and student transitions and retention. Over the past five years, we created strategic initiatives in these areas and the philosophy of enrolment as "everyone's business" took hold. In the next five years, we will renew and revitalize the College's plan for strategically managing enrolment with a keen focus on the creation of competitive programs; new student recruitment and relationship-building strategies and full implementation of an early warning strategy and follow-up initiatives, including targeted advising.
 - Develop plans to meet critical targets for international student enrolment in Canada and at Centennial locations around the world. Continue to diversify our international population.
 - Focus the School of Continuing Education and Corporate Training to better align with the needs of business and industry and assign revenue and enrolment targets by sector.
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Build capacity to attract more private sector investment. Strategies include:

- Launching a capital campaign to support recommendations in the Strategic Campus Space Plan
 - Commencing an employee campaign, building upon the generosity and commitment of those who currently contribute
 - Training members of the Leadership Forum on aspects of fundraising in support of the capital campaign and to promote donations of equipment and technology to the College
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Be excellent stewards of the public trust. Invest wisely and judiciously to meet targets, while assessing and reviewing opportunities to increase productivity and reduce expenditures.

Create a groundbreaking new social impact/return on investment metric.

In a world where our graduates acquire new skills through course work, co-curricular experiences, leadership and entrepreneurial practice, cultural competency, campus contribution, life-long learning and global and local volunteerism, we need credible and innovative ways to demonstrate the quality of those experiences and the outcomes achieved – for individuals, for communities and for society. In addition, these assessments need to meet, or set, the standards for institutions, associations and employers, with a goal of achieving global recognition.

Adopt and implement the Association for Canadian Community Colleges Sustainability Protocol.

- Establish a sustainability policy for Centennial College
 - Incorporate the principles and best practices of sustainability in corporate documents and reports
 - Develop an institutional sustainability plan that includes mechanisms for tracking progress
 - Integrate the principles of sustainability within the curriculum to enable students and communities to develop competencies and commitment to contribute to a sustainable future
 - Incorporate sustainability practices in procedures and operations such as green standards for buildings, alternative energy sources, Energy Star certification for products and efficient transportation
 - Integrate sustainability principles in cultural, sports, recreational and other activities
 - Participate in sustainability networks and consortia, sharing exemplary practices, research and models
 - Work collaboratively with government, business and the community to develop and implement joint strategies to move society toward sustainability
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Create and implement a leading-edge risk management protocol that includes emergency management, business continuity and crisis prevention.

LEAD THE CONVERSATION

We will be a vocal advocate for the things we believe to be true. We will stand up for the importance of the new essential skills, being learning-centred and making learning and its credentials mobile. We will lead the conversation with our peers in advancing new measures of accountability for our sectors and we will advocate for investment in projects that will build the social and economic success of our region and our country. In addition, we will inform all our stakeholders – students, employees, alumni, the community, our Program Advisory Committees and our Board – so they can become our best brand ambassadors. We will be the tall poppy.

COMMITMENT 07

LEAD THE CONVERSATION

LEAD THE CONVERSATION

FROM COMMITMENT TO ACTION:

Lead in advocacy by creating true Centennial ambassadors. Create targeted training programs for members of our Board of Governors, our Leadership Forum, campaign chairs and volunteers to strengthen the impact of our advocacy efforts. Craft appropriate tools and ensure supports exist. Build our brand and reputation as a global difference maker, leader and innovator.

Move from “leading-edge” to “transformational” communications by further investing in digital communications and building on the benefits of social media.

Develop and implement a broad-based public relations plan to leverage paid advertising opportunities with editorial content, media coverage of events and programs, and recognition of awards and successes.

Create a sophisticated, long-term advocacy plan by identifying key messages, key messengers and the desired outcomes. Set performance goals and expectations around advocacy for senior leaders and influencers throughout the College. Foster more and deeper community contacts – be the convener of choice, not just the partner of choice.

Celebrate Centennial’s 50th anniversary with a series of signature events that engage alumni, students, employees, partners and the community. Enhance our outreach and utilize paid and unpaid media approaches to strengthen brand, image and awareness. Bring the student and alumni voices to the forefront.

Encourage and support leadership in provincial and national bodies by our employees and our students.



OFFER A SIGNATURE EMPLOYEE EXPERIENCE

We cannot achieve the vision set out in our new commitments without the full engagement, dedication, commitment and performance excellence of our employees. In much the same way that we established our Signature Learning Experience for students, we will establish an employee experience that is distinctive and unparalleled, that empowers employees and focuses on their learning.

This approach allows us to strengthen employee engagement, meet the needs of a changing workforce, and build capacity within the organization, resulting in an enhanced experience for our employees, our students and employers.

We will encourage laughter, we will build character, we will champion learning, we will celebrate success, we will tackle challenges with respect, and we will put the needs of our community before individual goals.

COMMITMENT 08

OFFER A SIGNATURE EMPLOYEE EXPERIENCE

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FROM COMMITMENT TO ACTION:

Create a Leadership Passport for employees. Building leaders throughout the organization will have a remarkable impact on employee engagement and student satisfaction. The new Leadership Passport will allow employees to earn a Distinction in Leadership certificate. We will augment workshops with select activities that demonstrate the learning outcomes, including volunteer experiences, service-learning, international education (such as participation in a Global Citizenship Service Learning Experience), on-campus activities, participation in a mentor program or the creation of a leadership product. Participants must create and document their learning in a portfolio prior to graduation.

Develop a capacity-building program that further entrenches the “Learning for All” agenda. Employees will have a personalized learning plan based upon their ambitions and institutional need. (Every employee, every year, must know what they are doing well, how their work improves the student experience or enables the institution to succeed and what opportunities they have to learn new skills or try new roles.) We will improve access to College courses and professional development programs managed through our Centre for Organizational Learning and Teaching. The tuition support program will be enhanced to assist more employees as they work towards a postsecondary credential. The Centre for Pathways, Degree and Credential Completion (if approved and implemented) will support and facilitate our employees’ desire to complete their degrees. We will make key learning opportunities mandatory to ensure equity, access and accountability. All of this results in building and managing high standards for employees through more responsive evaluation approaches, enriched feedback systems and learning opportunities.

Implement a part-time employee strategy. Approaches ensuring the engagement of part-time employees benefit the College as a whole, since they lessen the impact on full-time employees, result in better-prepared employees and strengthen the student experience. More than orientation, this strategy focuses on skills development and organizational knowledge.

Focus on career development and advising strategies. Build capacity for managers to offer career advice to employees, enabling them to meet career goals. Explore ways to support credential completion.

Establish a formal mentorship program. Modeled on best practices, the program supports succession planning and capacity building throughout the College.

Foster a culture of respect, gratitude and recognition. Build upon existing work to further the sense of community and common passion within the College, including the recognition of excellence, the celebration of success, the importance of learning-for-all and the responsibility of all employees to work for the betterment of the College and the students we serve. Give voice to our most vital constituencies to allow them to help shape our future, and theirs.

Paint the Town Green. Bring our values to life by engaging every employee and every student in a community engagement day.



Mixed Sources

Product group from well-managed forests,
controlled sources and recycled wood or fiber
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