

MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Strategic Plan 2008 - 2009

Inspiring learning, leadership, citizenship and innovation

DRAFT
Board of Governors: June 2008

VISION:

Mohawk College will be the most sought after Canadian postsecondary destination, renowned for its 'real world' applied innovation culture, and future ready graduates with the skills required for today and the ability to prosper from tomorrow's opportunities.

Mohawk will be relentlessly innovative and the market leader in strategies that advance Four Priorities.

- Learning Models
- Applied Innovation & Research
- Partnerships
- Quality Facilities & Equipment

MISSION:

Inspiring learning, leadership, citizenship and innovation

VALUES:

Students and learning are at the heart of all we do. Our values guide our actions and decisions, define our innovation culture, and focus on students, staff and community.

Globally and locally, Mohawk students, staff and partners will:

- Foster academic excellence
- Enhance capacity for research and innovation
- Celebrate inclusiveness, collaboration and individual uniqueness
- Embrace transparency, accountability and responsibility
- Act ethically with integrity, and promote respect for all
- Promote a sustainable environment

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MOHAWK COLLEGE 2008 AND BEYOND RELENTLESSLY APPLYING INNOVATION

In April 2008, the Board of Governors of Mohawk College of Applied Arts and Technology approved a new Strategic Concept. Over the previous academic year, four hundred staff and some one hundred external stakeholders participated in consultations to develop the new concept, with the guidance of a Board of Governors Ad Hoc Strategic Plan Committee. Mohawk's Strategic Concept celebrates vision, mission and values:

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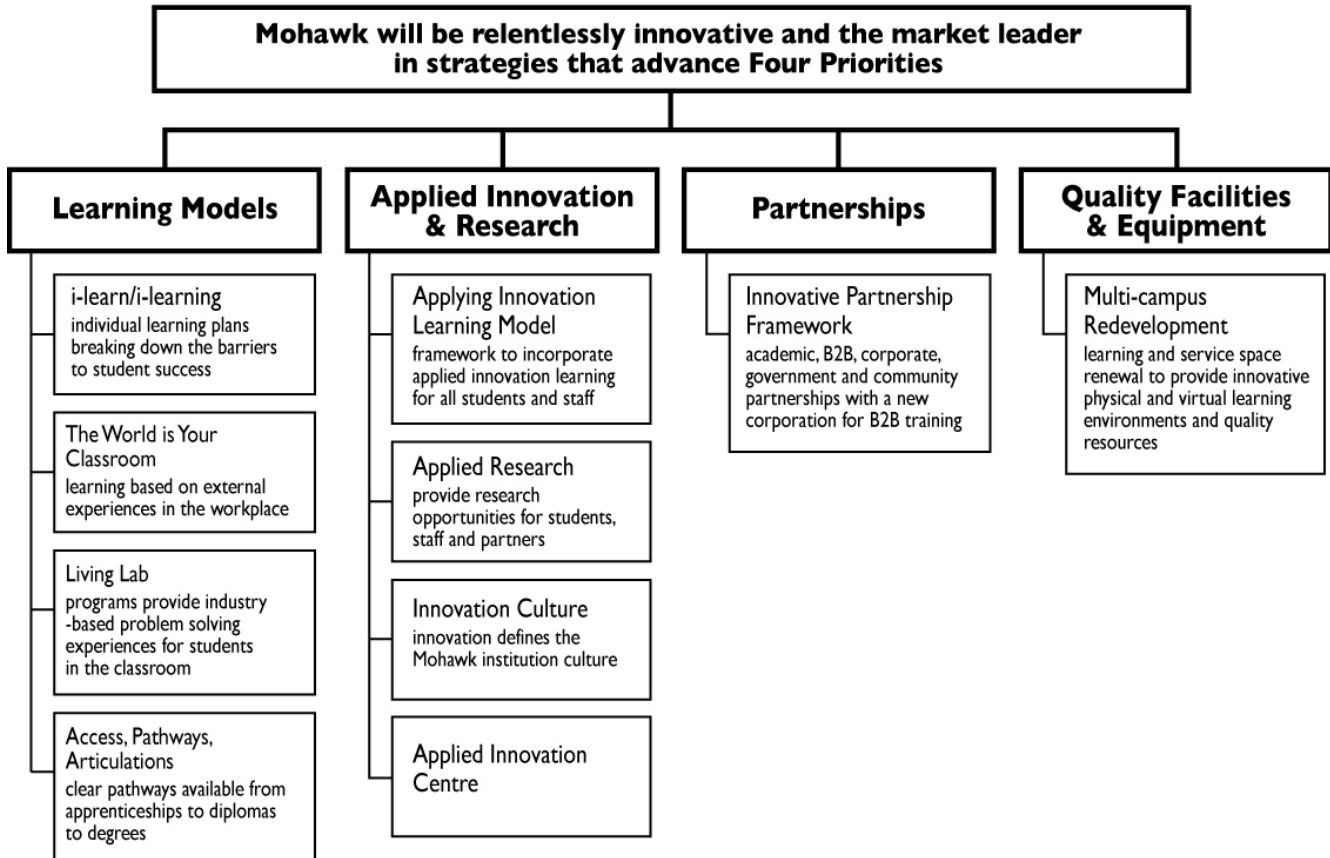
The following diagram comprehensively represents the overall Strategic Concept:

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OUR VISION BROUGHT TO LIFE

Building on a strong foundation, Mohawk College more than ever is committed to providing students and communities a differentiated postsecondary education experience, one that is renowned for its 'real world' applied innovation and future ready graduates. This bold vision also demonstrates a commitment to be relentlessly innovative in higher education, understanding that our ever-changing global society requires people with high-level skills and abilities, enabling an applied innovation culture to permeate our workforce culture.

Mohawk's Strategic Plan, grounded in the Strategic Concept, has been designed with stakeholders in mind to achieve the following outcomes and differentiate the College as a postsecondary destination of choice with distinguished graduates:

Distinguished:

- Most sought after
- Applied innovation culture
- Relentlessly innovative
- Market leader

Students:

- Positive learning experience
- Future ready graduates
- Leadership and citizenship
- Academic excellence

Staff

- Employer of choice
- Build staff capacity

Community Prosperity

- Enhance prosperity of communities served
- Provide leadership in community role
- Promote a sustainable environment

Employers

- Graduates with future ready skills

STRATEGIC PRIORITY #1: LEARNING MODELS

With the world changing, and the need for our workforce to have the skills and abilities so necessary for today yet so adaptable to future evolution, there is a growing awareness that the traditional model of college education, albeit recognized for outstanding graduates, needs to change with our work and society. How people learn and the learning environments provided are at the heart of each student’s learning experience. The spirit of a college incorporates the applied nature of that learning, and Mohawk in its new Strategic Concept embraces a vision of an even more innovative learning environment, in which real world experiences and meaningful learning frameworks for students are embedded.

Strategy 1.1: i-learn/i-learning

The i-learn/i-learning strategic action will build on Mohawk’s commitment to support students and diminish barriers to student success. Tools related to i-learn/i-learning will be offered at the very beginning of student interaction with the College as programs are selected, to help them develop effective learning approaches and continue to graduation.

STRATEGIC ACTION	OUTCOMES
Using existing research on individual and cohort learning, develop and brand an individualized, integrated, innovation learning plan for individual students college-wide, designed to build student success capacity and break down barriers to success. Unique to Mohawk, each student will sign a contract with the college, agreeing to their learning plan, and the responsibilities inherent in the plan for both college and students.	<ul style="list-style-type: none"> • Signed learning agreements with all students • Increased graduation rates that represent greater student success and diminished barriers to student success • Academic excellence • Reputation for supporting individual student success, celebrated nationally • Increased student satisfaction • Reputation for leveraging leading edge IT for learning

Strategy 1.2: The World Is Your Classroom

Mohawk recognizes that applied learning and applied innovation require ongoing student experiences in the actual workplace, regionally, nationally and globally. Within the pursuit of ‘the world is your classroom’ and working closely with our employer partners, Mohawk will facilitate greater access to external ‘real world’ workplace experiences that prepare students for the realities of the workforce and working world.

STRATEGIC ACTION	OUTCOMES
Expanding on current cooperative education, field and clinical placements, integrate ‘real world’ experiences into the curriculum for students in all programs, and provide professional development and sabbaticals for staff to ensure ongoing industry experience that can be reflected in learning.	<ul style="list-style-type: none"> • 100 percent of programs will include ‘real world’ experiences • Future ready graduates • Academic excellence • Applied innovation culture • Leadership and citizenship • Satisfied students, graduates and employers • Satisfied staff, of which at least 20 percent would participate each year in industry experience sabbaticals

Strategy 1.3: Living Lab

To build student and graduate readiness, Mohawk will create simulated learning experiences that reflect the realities of the workplace, in order to ensure graduates acquire the maximum skills needed to be successful in future employment.

STRATEGIC ACTION	OUTCOMES
Integrate business, community and industry-based problem solving into curricula to enrich the learning experience as appropriate to each program, and invest in providing professional development for staff to generate ‘living lab’ experiences in all programs as appropriate.	<ul style="list-style-type: none"> • Applied innovation culture • Relentlessly innovative • Market leader • Positive learning experience • Future ready graduates • Leadership and citizenship • Academic excellence • Employer of choice • Promote a sustainable environment

Strategy 1.4: Access, Pathways, Articulations

Mohawk College has been dedicated to ensuring students can progress from apprenticeship through certificate and diploma programs to undergraduate and even graduate degrees. In addition, Mohawk offers a host of college preparation services for prospective students who need to upgrade their academic credentials before full entry into programs, and continues to work to advance opportunities for mature, disabled, Aboriginal and immigrant students.

STRATEGIC ACTION	OUTCOMES
<p>Ensure access from secondary school to the College, and pathways within and from the College to other postsecondary destinations for all programs, with traditional students as well as under-represented groups including mature, Aboriginal, immigrant, and disabled students.</p>	<ul style="list-style-type: none"> • Increased graduation rates for all students and underrepresented student groups • Most sought after, particularly by underrepresented groups • 80 percent of programs have secondary and post-college transfer or articulation agreements • Positive learning experience • Future ready graduates • Leadership and citizenship • Enhanced community prosperity • Satisfied students, graduates and employers • Reputation for leveraging leading edge IT for learning

STRATEGIC PRIORITY #2: APPLIED INNOVATION & RESEARCH

Applied innovation increasingly represents a key factor in economic development, prosperity and competitiveness for business and industry. Investing in applied innovation and research represents a strong opportunity for Mohawk to distinguish itself among postsecondary institutions.

Strategy 2.1: Applying Innovation Learning Model

Mohawk recognizes that national solutions to the challenges of economic development, prosperity, productivity, and global competitiveness are intricately linked through the potential of applying innovation to problem solving and retooling the workforce and its occupations. Mohawk College students will enter the workforce with a solid understanding that they can play a leadership role in applying or diffusing innovation, and will be known for their ability to contribute to a company's skills and innovation capacity.

STRATEGIC ACTION	OUTCOMES
<p>Align applying innovation to Learning Models developed through I-learning, 'living lab' and 'the world is your classroom', through which students will learn to embrace the principles of applied innovation and problem-solving and be offered opportunities to participate in applied research projects.</p>	<ul style="list-style-type: none"> • Applied innovation culture • Relentlessly innovative • Market leader • Positive learning experience • Future ready graduates • Leadership • Employer of choice • Enhanced staff capacity • Leadership in community role • Grads with skills for today and the future • Student, graduate and employer satisfaction • Promote a sustainable environment

Strategy 2.2: Applied Research

Mohawk will build on current efforts in applied research, engaging more students and staff in projects that are partnerships with business, industry, community organizations and governments, including recent accomplishments in health sciences, health technologies, and metal casting research.

STRATEGIC ACTION	OUTCOMES
Integrate capacity for participation in applied research projects into Mohawk program curricula, formally define staff participation policies and procedures, and encourage participation in applied research by students, staff and graduates.	<ul style="list-style-type: none"> • Applied innovation culture • Academic excellence • Future ready graduates • Employer of choice • Enhanced staff capacity • Leadership in the community role • Satisfied students, staff, graduates and employers

Strategy 2.3: Innovation Culture

One key factor to success in applied innovation and research will be Mohawk’s ability to inculcate a culture of innovation among staff and to be recognized externally for the innovation capacity of staff, students and alumni.

STRATEGIC ACTION	OUTCOMES
Generate opportunities for staff and students to understand, appreciate and embrace ‘innovation’ as a driver of learning, teaching, and providing services internally and externally.	<ul style="list-style-type: none"> • Applied innovation culture • Employer of choice • Enhanced staff capacity • Leadership in the community role • Satisfied students, staff and graduates • Reputation for leveraging leading edge IT for learning • Promote a sustainable environment

Strategy 2.4: Applied Research Centre

Mohawk’s planned growth in applied research will necessitate consolidated research services and data, and the development of ‘think-tank’ capacity and reputation that links the intellectual creativity of researchers at a multi-campus College to community and government priorities.

STRATEGIC ACTION	OUTCOMES
Create an Applied Research Centre to provide virtual and physical space for leadership in applied innovation and research.	<ul style="list-style-type: none"> • Applied innovation culture • Relentlessly innovative • Enhanced staff capacity • Leadership in community

STRATEGIC PRIORITY #3: PARTNERSHIPS

Mohawk recognizes that with an emphasis on learning models that require external learning experiences, applied innovation and research projects, and collaborations with business, industry, postsecondary institutions, community organizations and governments, partnerships are an essential tool for conducting the business of educating students who will graduate to successful employment.

STRATEGIC ACTION	OUTCOMES
Implement comprehensive partnership development, including policies and procedures that facilitate external projects and relationships with business, industry, community associations, governments, and other postsecondary institutions.	<ul style="list-style-type: none"> • Most sought after • Market leader • Enhanced community prosperity • Leadership in community role • Grads with skills for today and the future • Promote a sustainable environment

STRATEGIC PRIORITY #4: QUALITY FACILITIES & EQUIPMENT

Mohawk recognizes that the importance of quality learning environments provided through quality facilities and equipment is essential to being the most sought after postsecondary destination and ensuring student, graduate and staff satisfaction.

STRATEGIC ACTION	OUTCOMES
Create campuses with facilities that support all learning models and environments, that seamlessly integrate student services and contemporary equipment, and that are spacious, inviting and environmentally friendly.	<ul style="list-style-type: none"> • Most sought after • Market leader • Positive learning experience • Academic excellence • Employer of choice • Reputation for leveraging leading edge IT for learning • Promote a sustainable environment

FOUNDATIONS

Building on Mohawk’s solid endeavours and rich history, the following foundations will continue to guide our day-to-day operations:

1. Academic Excellence
2. Prosperity
3. Employer of Choice
4. Leading Technology
5. Solid Business Planning
6. Financial Accountability
7. Bold Marketing
8. Strong Communications
9. Advocacy
10. Fundraising

EVOLUTIONARY APPROACH

Mohawk will implement the Strategic Plan over a multi-year horizon, with the first focused on researching best practices, developing models and exploring opportunities. The second horizon represents a period of implementing pilots and prototypes, testing, benchmarking, and further discovery. The third horizon, enriched by the previous two, will ensure that flexibility, ongoing evaluation and adjustment enable maximum leverage of the Strategic Plan Vision, Mission and Values. Along the 'crawl/walk/run' implementation journey, Mohawk will be guided by its Strategic Plan, its annual and multi-year Business Plans, and the Foundations that guide operations.

IN CONCLUSION

Mohawk College's Strategic Plan will empower its Vision, achievable with the active participation of students, staff, graduates, and the communities we serve. Guided by our Mission and Values, our Strategic Actions will drive operational planning and guide change management as we work towards a great role in the social, cultural and economic development of our nation.

NOTES:

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