

Strategic Plan 2016 – 2021

REPORT CARD



Dear Colleagues,

When we began our current 5-year Strategic Plan in 2016, no one could have imagined the circumstances under which the plan would conclude. These are extraordinary times. We face extraordinary challenges yet, despite these challenges, we continue to fulfill our mission of educating and preparing highly skilled graduates for success and contribution to their community, Canada and the world.

The purpose of this report is to highlight the progress we have made towards achieving the goals identified in Mohawk College's 2016-2021 Strategic Plan, and to serve as a guidepost as we begin to plan the next phase of our journey. It rates each of the outcomes listed in the plan, identifying the priorities that have been completed, are still ongoing, or will not be completed. There are also examples of how we have achieved the priorities for each strategic theme.

Our 2016-2021 Strategic Plan was ambitious and imaginative. As we reflect back on our progress, we note that there are some outcomes that we did not achieve. The reasons for this vary. It may be that the timing was not right, that we were missing a critical component such as equipment or technology, or that we put it on hold as our priorities changed. The pandemic has also forced us to pause some initiatives while modifying or accelerating others. While disappointing, these setbacks have only strengthened our resolve and renewed our sense of purpose.

As we near the completion of our strategic plan, there are many reasons to celebrate, and many of these successes are included in this report. Behind each of these stories are people who are passionate about what they do and deeply committed to the success of our students and college. This plan belonged to the Mohawk College community and it has taken the collective efforts of that community to make our vision a reality.

I want thank everyone who has been a part of achieving this plan. I look forward to their continued engagement as we develop our next Strategic Plan.

Regards,
Ron J. McKerlie
President & CEO

Vision

Future Ready. Learning for Life.

Mission

We educate and prepare highly skilled graduates for success and contribution to community, Canada and the world.

Values

We are student focused.

Students and learning are at the heart of all we do.

We are committed to excellence.

We are committed to innovation in education, corporate services and student services.

We engage our community.

We are responsive to and collaborative with the communities we serve.

We are inclusive.

We ensure a welcoming and supportive environment for all.

We are accountable.

We act with integrity, transparency, and base our decisions on evidence.

Strategic theme and priorities



Student Success

4



Graduate Success

6



Collaboration & Partnerships

9



Community Leadership

11



Strong Foundations

13

Outcome color key



Outcome achieved



Progress made,
outcomes partially met



Outcome
not achieved

Provide more entry points and pathways to a credential

Through community partnerships, we have removed barriers and enhanced access for many students to postsecondary education through City School's tuition-free college credit courses offered in community locations and two mobile classrooms. Indigenous partnerships and other community engagements extended our reach to support students to follow specifically-developed pathways to complete their credentials. Through a partnership with Lambton College, McMaster University and Wilfrid Laurier University, we established an innovative college-to-university pathway for Indigenous students. A customized tool expedites approval of exemptions for equivalent courses from other institutions. We have developed the college's first stand-alone degree in Digital Health, to begin in 2021. In addition, a post-graduate certificate for working professionals interested in expanding their skill set will be offered.

OUTCOMES	RATING		
#1 in the Greater Toronto and Hamilton Area for graduation rates	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Entry points and pathways online and accessible for students, staff and faculty	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measurable increase in students returning to complete or upgrade credentials	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
More credential options including three or four new degree proposals	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Double the number of post-graduate certificate opportunities	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Address financial barriers

We developed the online Mo' Money Financial Literacy module to help students make informed financial decisions, and financial literacy activities are now included in orientation events. To address changes to OSAP, we allocated tuition set-aside funds across many programs such as Student Access Guarantee and emergency bursaries, MSA Food Share and the Campus Student Employment Program.

OUTCOMES	RATING		
Fewer students leave because of financial barriers and constraints	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better access to bursary and scholarship information with revamped online tools	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
More employment and co-op opportunities for students	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial literacy courses completed by majority of graduating students	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Grow our reach and impact

We have continued to build City School's reach with pop-up locations in Haldimand County, Hamilton and Aldershot. We created a skilled trades workshop to support our Introduction to Construction course for women. Our Access initiatives, College in Motion and the new Discover Mohawk Centre, have increased recruitment and enrollment in target communities.

OUTCOMES	RATING
Measurable impact of successful recruitment in target communities by enrolment and completion rates	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Measurable success and growth of City School by Mohawk at six locations	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Renewed and revitalized Continuing Education delivery model	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Improved Continuing Education contribution margin to the college	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Student engagement to support success

The Campus to Community initiative has more than doubled the original number of participating not-for-profit organizations, allowing more students to gain volunteer hours plus communication and collaboration skills. Student engagement through co- and extra-curricular activities has increased steadily year-over-year. A Co-Curricular Record (CCR) validates students' activities outside the classroom to include with their resumés, e-portfolios and applications. Since the program started in 2014, 26,230 students have started CCRs.

OUTCOMES	RATING
Demonstrable engagement of all students by activity entries on their co-curricular records	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
A framework that recognizes all engagement activities that support learning outcomes	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Ensure graduates are Job Ready. Guaranteed.

Mohawk has embedded work-integrated or experiential learning in the curriculum of 99% of our programs. We based our Job Ready Guarantee curriculum modules on employer-needs research and customized partnerships. We developed the Future Ready Premium Program, designed to more actively engage industry and community partners in the training of job-ready college graduates. This strategic program, involving a select group of industry partners, includes exclusive projects to enhance the learning experience for students while helping to address the employment priorities of the companies involved.

OUTCOMES	RATING
Graduates have relevant, inter-professional experience	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Graduates will complete a job readiness course and/or have a job readiness toolkit	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
A co-curricular activity is part of every grad's record	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
#1 in Ontario for grad employment at 90+%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Measurable increase in access and networking with industry partners	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Measurable increase in grads with paid co-op experience in their chosen field	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Provide career support for life

The Alumni Promise pilot gave rebates on Continuing Education course fees to almost 300 grads seeking professional development or retraining. We aligned alumni activities to support more career development activities for students still in school, including Backpack to Briefcase and we expanded our graduate certificate programs to encourage more grads to return to Mohawk for further education.

OUTCOMES	RATING
A discounted Continuing Education course for professional development for all grads every five years	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
One discounted 13-week course for retraining if needed	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>

Foster entrepreneurship, innovation and global competencies

Mohawk students worked on diverse CityLAB projects in partnership with the City of Hamilton, including renovations to city housing and developing a Hamilton landmarks app. With support from the Career Ready fund, Mohawk students took part in global learning experiences in Jamaica and Greece. The Centre for Entrepreneurship has continued to support student and community entrepreneurs to achieve their goals through cross-disciplinary, experiential learning.

OUTCOMES	RATING		
More businesses and social innovation initiatives launched by Mohawk students and graduates	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
More international students staying in the community to open businesses and develop global linkages	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Recognition as a centre of excellence for entrepreneurship, driving enterprise and innovation	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pathways to international experiences and exchanges for students and faculty	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Global competencies fully embedded in the curriculum	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Become a leader in simulation-based learning

We have created new facilities for simulated learning across the college: The Centre for Healthcare Simulation at the Institute for Applied Health Sciences, trains over 2,000 students each semester; The Joyce Centre for Partnership & Innovation houses a simulated factory that replicates an IIOT environment; the 12,000 square foot facility at the Stoney Creek Campus for Skilled Trades allows students to work on large-scale collaborative projects. Through new industry partnerships, we have increased our technology simulation-based learning, including the EON lab at Mohawk which partners with companies to develop AVR applied research solutions.

OUTCOMES	RATING		
Measurable increase of simulation-based learning experiences	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
A recognized Centre of Excellence in simulation-based learning	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rank highest for most satisfied employers

We conducted extensive research on employer needs and perceptions to develop a new industry partnership program. We launched an employer-focused website to provide one point of entry to student co-op information, job postings, applied research and access to talent for workforce development.

OUTCOMES	RATING
#1 in employer satisfaction among the Greater Toronto and Hamilton Area colleges	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Leaders in applied research

Mohawk ranked in the top 10 in Canada in applied research in 2019-2020, and in multiple research categories between 2016 to 2020, including research intensity, number of research partners, industry revenue and research income. We established the College Student Success Innovation Centre to focus on increasing graduation rates. It is the first research Centre of its kind in Canada. We added two Applied Research Chairs: Industrial Internet of Things (IIOT) and Sustainability. Mohawk students worked on 300+ applied research projects funded by the province to explore emerging technologies in engineering, business, energy and digital media.

OUTCOMES	RATING		
In Canadian Colleges' top 10 for applied research by dollar value	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measurable growth in applied learning opportunities	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased financial investment by public and private sector partners	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measurable economic impact of centres of excellence on the community	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Reframe the definition of campus to support growth and collaboration

In partnership with Schlegel Villages, we established a 'community campus' for Mohawk's Personal Support Worker program where students specializing in geriatric care complete their entire program at a retirement and long-term care residence. Similarly, we opened the Mohawk massage therapy student clinic at St. Elizabeth Village to provide students with 'real-world' experience. Our learning hubs in many partner locations continue to support demand-led training and workforce development.

OUTCOMES	RATING		
Higher Key Performance Indicator (KPI) scores in student experience	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measurable increase in applied learning hours in non-traditional environments and community placements	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>



















Generate innovative solutions for industry and community challenges

IDEAWORKS, Mohawk's hub for applied research and innovation continues to work with industry to support Canada's Advanced Manufacturing Supercluster. We created the Apprenticeship Community Hub to increase access to skilled trades and apprenticeship by providing free resources to those interested in the skilled trades, strengthening relationships with employers and industry experts and promoting skilled trades as a preferred career option. We partnered with the City of Hamilton, McMaster University and Redeemer University College, students, city staff and community stakeholders on CityLAB Hamilton, a project to support Hamilton's strategic priorities through collaborative action. We launched Challenge 2025 to target ways Mohawk can address poverty, under-education and labour shortages in collaboration with Ontario Works, employers and community support agencies. Challenge 2025 builds on the proven model of City School by Mohawk.

OUTCOMES	RATING		
Industry and community partnerships doubled to increase field education opportunities	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
New and finished partnerships and exchanges tallied and reported	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applied learning opportunities generated from partnerships tallied and reported	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
More Mohawk leaders represented on city, provincial and national initiatives and Board of Directors	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measureable increases in social research	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lead in Indigenous education in Ontario

We developed a Mohawk Indigenous Education Strategy to build on our commitments through the national Indigenous Education Protocol. In partnership with Six Nations Polytechnic, we submitted The Bundled Arrows initiative report and Regional Indigenous Education plan to the Province. With Confederation College, we launched the Indigenous Learning Outcomes Platform to embed Indigenous knowledge into the curriculum so that all students develop an understanding of Indigenous knowledge. Our Hoop Dance Gathering Place, which honours Indigenous traditions, won a City of Hamilton Urban Design and Architecture Award of Excellence.

OUTCOMES	RATING		
Increased visibility of Indigenous culture			
Adoption and implementation of the Colleges and Institutes Canada Protocol			
Graduate certificate for Indigenous Education developed and offered			
Increased share of placements from Aboriginal Education funding agencies			
10% - 15% increase in funding			
Measurable growth in Aboriginal enrolment and grad rates			

Lead in social inclusion

We opened Social Inc. spaces at the Stoney Creek and IAHS campuses in addition to the original Social Inc. on our Fennell campus. We developed Mohawk's Equity, Diversity and Inclusion Strategy, which includes five equity and social inclusion commitments. We made completing an intercultural competency assessment a requirement for all members of our senior leadership team, and included a diversity survey in our Employee Engagement Survey. In 2019, Mohawk endorsed the Government of Canada's Dimensions Charter, committing the college to principles of equity, diversity and inclusion in all aspects of academic and research activity.

OUTCOMES	RATING		
College population more reflective of the community			
More safe spaces			
More staff trained in diversity and cultural competencies			
The Social Inc. model adopted by outside organizations and other colleges			
Increased student placements in Social Inc. and social innovation campaigns on campus and in the community			

Lead in internationalization and global experiences

Our international enrollment has continued to grow, with record numbers of students coming to Mohawk from 88 countries. We created the International Square to provide them with customized student services, including permits and visas and health insurance. To grant course credits to domestic students for global experiences, we developed a global citizenship learning plan with criteria that links to global frameworks such as the UN's Sustainable Development Goals.

OUTCOMES	RATING		
International teaching and learning experiences offered for students and faculty	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
More diversified international student base by country-of-origin	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Double the enrolment of international students	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lead in environmental sustainability

We opened the net-zero Joyce Centre for Partnership & Innovation, the first building to receive dual certification in design and performance, generating more energy than it needs. In collaboration with the Province and the cities of Hamilton and Burlington, we launched the Centre for Climate Change Management with a mandate to help accelerate the region's move to a post-carbon economy. We completed our greenhouse gas audit ahead of our target, and we led greenhouse gas reduction initiatives and research on local food procurement at Ontario colleges.

OUTCOMES	RATING		
30% reduction in carbon emissions (CO2e) over 2007 baseline	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
20% reduction in paper consumption, over 2012 audit	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measurable increase in awards and invitations to present at conferences	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 st year learning outcomes related to sustainability linked to co-curricular record	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Graduates with environmental sustainability competencies	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Build reputation and pride

We conducted interviews with community leaders and executed a reputation survey to measure Mohawk's influence in the region and establish a baseline to build on. Our new College Student Success Innovation Centre received an Innovation award from the Canadian Association of College and University Student Services. Mohawk's Student and Graduate employment team was recognized nationally as a best practice in career services. We highlighted achievements of students, grads, faculty, staff and partners on an ongoing basis in Momentum Magazine, industry publications and local media.

OUTCOMES	RATING
A robust partnership with Alumni Relations and the Mohawk College Foundation to support the college brand	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Progress and impact measurement through mainstream and social media monitoring	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Risk management and compliance policies and practices	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Foster excellence in staff and faculty

We relaunched our employee recognition program with three new annual Awards of Excellence and Everyday Hero Awards which are presented throughout the year. In 2018, we conducted an employee engagement survey with a response rate of 62.7% and an overall net promoter score of 79%. Human Resources has increased the availability of internal professional development opportunities for employees. Throughout the pandemic, we have concentrated these efforts on supporting faculty and staff with increased training to facilitate the transition to online learning and service delivery. A working from home survey was sent to all employees in August and September 2020 to ensure the college is doing all it can to support employees who are working remotely during the pandemic.

OUTCOMES	RATING
More faculty engagement in applied research	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Recognition for staff and faculty as 'thought leaders', externally and internally	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
High calibre candidates for all job postings	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Recognized as an employer of choice	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
High levels of employee engagement and satisfaction	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
More Professional Development opportunities and applications	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

Maintain financial stability to ensure long-term viability

Mohawk implemented a new contract management system to optimize investments in technology, legal and contract services. We developed a completely revised budget to reflect circumstances due to the pandemic, including finding efficiencies and prioritizing needs. We organized emergency financial support for students facing hardship caused by COVID-19.

OUTCOMES	RATING
Measurable growth in revenue, cost efficiencies and our assets	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>

Plan for the future

We developed a multi-year Strategic Enrollment Management strategy that includes program sustainability review and delivery options. A new Information Technology Governance Model is bringing clarity and consistency to IT related decisions. We launched the Enterprise Systems Strategy to position the college for success over the long term with modern and digitally-enabled systems aimed at improving the student experience. The Board of Governors approved the Campus Master Plan. We developed and implemented a plan to manage the college through the pandemic and support the transition back to normal operations once the pandemic ends. A Business Restoration Team with representatives from key areas of the college provides oversight.

OUTCOMES	RATING
A comprehensive framework to assess and evaluate options for Mohawk's current and future needs	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>



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