



Strategic Plan 2022-2025



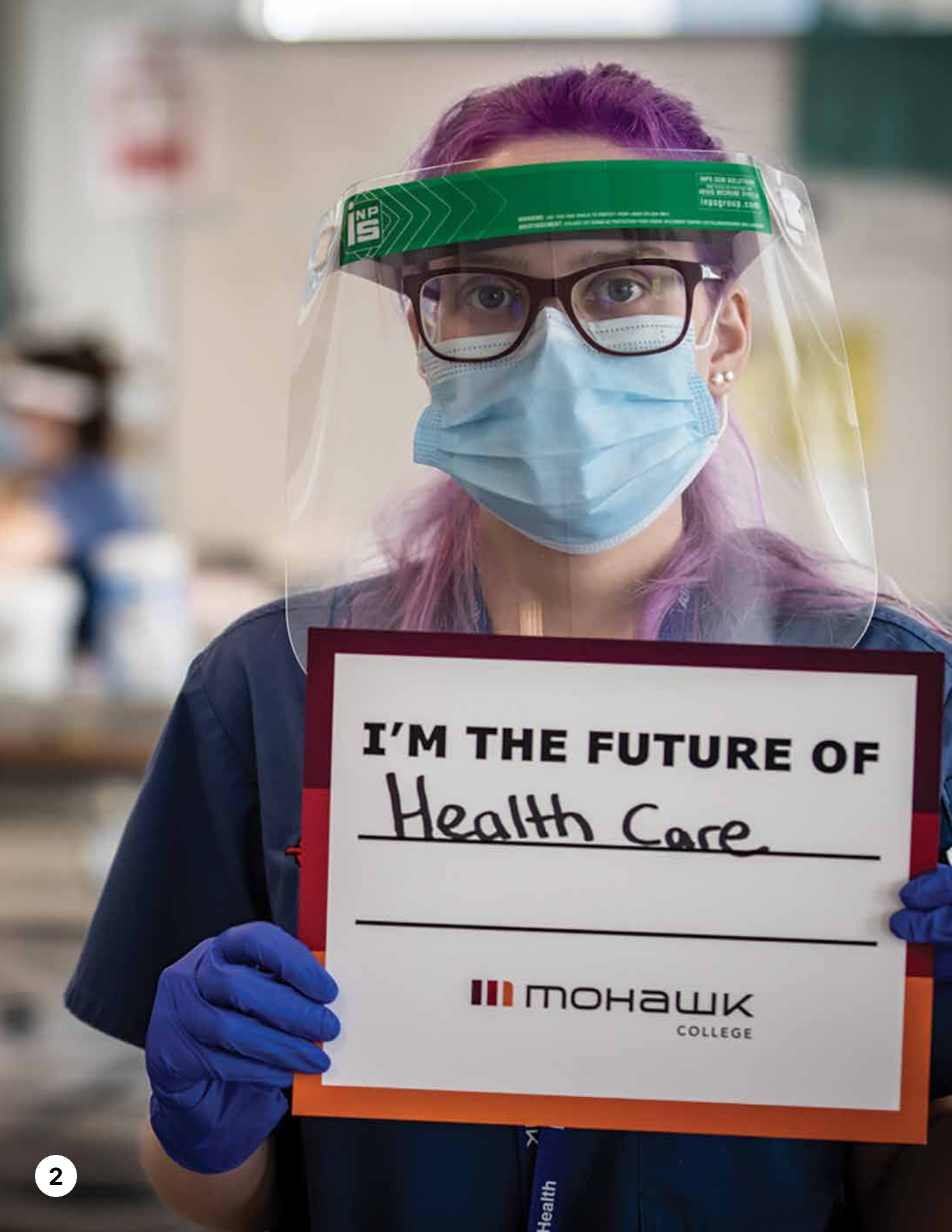


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Introduction to the plan

Letter from the President

Our new strategic plan is attuned to these unusual and demanding times. It meets our short-term needs for recovery as a college and a community, and sets an innovative course for our future.

As we developed this plan, we were navigating the huge impact of the pandemic, with much upheaval and uncertainty.

We worked hard to balance managing the crisis, with the need to continue important planning to support a healthy future for our college. Some people may think that planning during a time of great change is difficult or perhaps even unwise.

At Mohawk, we recognized that the pandemic provided an opportunity to look at how we can do things differently.

Our three-year plan allows us to continue to move forward with ambitious goals, along with emphasizing the need to be flexible to support recovery through innovation.

If we've learned anything from our pandemic experience, it's that we need to be able to adapt to change.



Pictured: Ron J. McKerlie, President & CEO of Mohawk College.

Introduction to the plan

A compass, not a roadmap

Our new plan is a compass, pointing us in the right direction.

Unlike a roadmap which is detailed and specific, a compass provides direction but allows us to adjust our route along the way.

Our new plan gives us room to respond to current realities and emerging opportunities. Through our annual business planning process, we will develop timely actions and targets to achieve each year, while continually moving towards our ambitious leadership outcomes.




Building on our strengths

Our new strategic plan has four components:

 **Aspirations**
Where we want to be.

 **Strategic Directions**
How we are going to get there.

 **Leadership Outcomes**
What it looks like when we arrive.

 **Strong Foundations**
What support is required to fuel our directions and get us to our outcomes.



It builds on the plan we've just completed, and on what we do well. It is guided by our reconfirmed vision, mission and values.

It is firmly positioned on a strong foundation — People, Planning, Reputation, Technology and Financial Health. These essential underpinnings ensure that we can progress toward our aspirations and, ultimately, achieve our leadership outcomes.



Introduction to the plan

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This Plan Belongs To Us All

Over the span of 10 months, we consulted with over 1,000 stakeholders across the college, and with our partners and the community. We held open forums, one-on-one interviews, sent out surveys and attended departmental sessions. Commitment to the process from both our internal and external stakeholders was exceptional. We received thought-provoking and innovative input from our students, our board, employees, alumni and community members that was especially critical to shaping the plan.

As we worked through the process, we often began our sessions by asking participants to describe Mohawk using one word. Throughout those conversations, six words were mentioned repeatedly: collaborative, community, innovative, opportunity, resilient, welcoming. Each word resonates on its own. Together, they vibrantly reflect our college and animate our new strategic plan.

This plan belongs to us all.

By working together, we will develop tactics and take actions to address crucial societal issues like Truth and Reconciliation, climate change, and equity, diversity and inclusion.

And through these actions we can continue to support our students, employees and community from recovery to innovation.

Thank you for taking the time to review our plan. We look forward to sharing our progress with you.

- Ron J. McKerlie, President & CEO, Mohawk College

Vision & Mission



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 collaborate 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.



Aspiration

Meaningfully advance Truth and Reconciliation

Meaningfully advance Truth and Reconciliation

The path towards Truth and Reconciliation is sharing and understanding the truth of Indigenous history and people, working towards decolonization and Indigenization, and building relationships in order to do good reconciliation work.

Strategic Direction

- Commit to including Indigenous knowledge, culture and history in all areas of the college experience, both in and out of the classroom, including the integration of Indigenous Learning Outcomes into programs of study throughout the college.
- In partnership with Indigenous communities, create a Centre of Indigenous Knowledge to support increased Truth and Reconciliation. This Centre will increase our leadership and support of learning, research, Indigenization, decolonization and reconciliation in education.
- Develop an Indigenous knowledge program for faculty and staff, including an on-boarding process for new employees, and develop a training model for both public and private sectors.
- Working alongside Indigenous communities, evaluate our effectiveness on meeting our commitments to the Colleges and Institutes Canada Indigenous Education Protocol and the Truth and Reconciliation Commission Calls to Action.
- Work with Indigenous communities to provide leadership for protection and access to clean drinking water.

Leadership Outcome

Guided by the Indigenous Education Council and with the support of Indigenous communities, we will be trusted as a committed leader and true partner in advancing Truth and Reconciliation.

Building on Momentum

Through ongoing engagement with our Indigenous partners, we are working to integrate Indigenous perspectives in all aspects of college practice and policy to achieve comprehensive cultural and structural change.



Aspiration

Enable future ready education, research, programs, services and experiences – for students, employees and our community



Enable future ready education, research, programs, services and experiences – for students, employees and our community

We are transforming the way we deliver the educational experience. We've redefined the meaning of campus to meet our students' needs and to support the balance of school, work, and family commitments.

We offer a continuum of diverse learning modalities for our students and flexible working options to our employees.

Strategic Direction

- Enable the digital transformation of teaching and learning through the implementation of our Digital Learning Strategy.
- Develop a strategic program portfolio framework focusing on new programs and entry points, individualized pathways and laddering opportunities, from micro-credentials through to degrees.
- Develop a student services model that integrates flexible and personalized options to support an optimal student experience inside and outside of the classroom.
- Develop and start to implement a framework that will determine which operational functions can be delivered through flexible and hybrid work arrangements.
- Engage emerging researchers in our college community, to expand the impact of our research activities in an environment that fosters scholarly collaborations and creativity, and innovation, and that embraces inclusion and diversity.

Leadership Outcome

We will be the college of choice for a flexible, accessible and innovative learning and working environment.

Building on Momentum

We work closely with regional and local employers to develop skilled and workplace-ready graduates through collaborative planning, co-op programs and work-integrated learning initiatives, with support for lifelong learning to keep grads' skills relevant.



Aspiration

Be a place that honours, values and celebrates the whole of every person



Be a place that honours, values and celebrates the whole of every person

We are committed to nurturing an equitable, diverse and inclusive culture and environment for everyone who learns and works at Mohawk.

Strategic Direction

- Implement our multi-year Equity, Diversity and Inclusion (EDI) Action Plan and support the outputs and strategies of the EDI Steering Committee.
- Assess and measure progress against our EDI Action Plan and our five EDI commitments.
- Report on the completed goals, actions and outcomes of the EDI Action Plan and commitments.
- Develop and increase student recruitment from new international markets, creating more diversity to enrich and support how all students learn and are supported.
- Implement EDI processes throughout the entire employee life-cycle.

Leadership Outcome

We will be recognized as an equity, diversity and inclusion leader for our advancement of social justice initiatives focusing on recruitment, participation and advancement for all, creating a safe and caring campus for our students, employees and community.

Building on Momentum

By strengthening our leadership in equity, diversity and inclusion, we established clear expectations for access, equity and inclusion for all students and for implementing these principles in our policies, practices, plans and culture.

Aspiration

Ensure access to education and reduce barriers for all



Ensure access to education and reduce barriers for all

We will ensure that Mohawk is the destination of choice for all learners by removing barriers encountered at various stages of the educational journey.

Strategic Direction

- Develop a student life-cycle journey map, creating opportunities and removing barriers to support success and persistence from recruitment to graduation.
- Expand and deliver education in priority neighbourhoods, deepening our commitment to City School by Mohawk and Early College opportunities with district school boards.
- Create more opportunities to expand the City School and Challenge 2025 models, provincially and nationally.
- Expand access for Black, Indigenous, People of Colour, and other underrepresented populations, in collaboration with supports from the Foundation, and develop metrics to track progress.
- Advance strategies to further expand participation in Women in Trades and Technology, and support persistence, retention and placement in their field.

Leadership Outcome

We will be the national leader in providing barrier-free access to education by directly engaging with our communities through strong industry and community partnerships. We will refine and reimagine traditional delivery models to accommodate changes in how education, services, supports and employment are delivered.

Building on Momentum

We have a stellar record in expanding access to education and skills training through community and industry partnerships, and offer many options to complete programs to ensure that all students who want to obtain credentials have pathways to achieve their goals.



Aspiration

Lead in workforce development



Lead in workforce development

As a catalyst for community and economic resiliency, we are committed to developing and implementing transformative educational models to support workforce development, from small business through to large industry and sector partners.

Strategic Direction

- Lead regional efforts to strengthen workforce strategies in collaboration with the Cities of Hamilton and Burlington that will support recovery and future economic development priorities.
- Scale-up the reach of the Future Ready Premium Partner program and Challenge 2025 to accelerate the impact of demand-led employment solutions, contributing to a highly skilled and agile workforce.
- Amplify and expand our career support services, including Alumni, and create a virtual global learning program, to further develop student opportunities, and to track graduate outcomes and employment.
- Through the optimization of technology, partnerships and delivery modes, develop and incorporate new work-integrated learning opportunities in programs and learning experiences.
- Forge exceptional funder relationships with all levels of government to support targeted strategic initiatives, increase reach and create measurable impact.

Leadership Outcome

We will lead Canada's postsecondary sector in advancing an inclusive economic and workforce recovery, by building national alliances and partnerships that leverage proven models and innovative solutions to generate positive collective impacts for all Canadian communities.

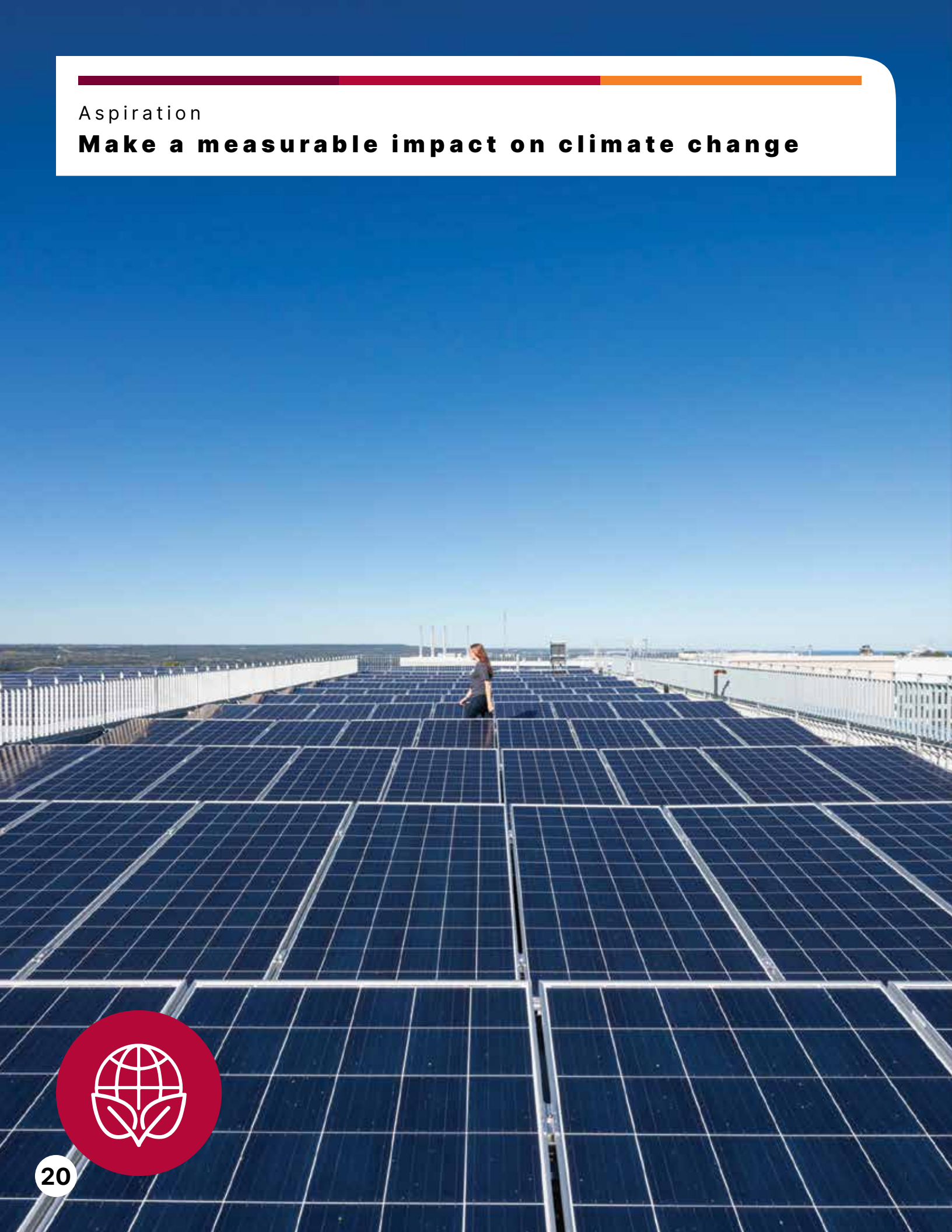
Building on Momentum

We have demonstrated we can mobilize and accelerate action to meet the immediate needs of employers and the community with demand-led initiatives like City School and Challenge 2025 that enhance economic recovery and prepare workers for the jobs of the future.



Aspiration

Make a measurable impact on climate change



Make a measurable impact on climate change

Climate change continues to be the biggest challenge of our lifetime. Our decisions and actions impact future generations. We will continue to focus on climate action to protect our environment. It is a global priority.

Strategic Direction

- Use the Mohawk College Climate Action Plan and the United Nations Sustainable Development Goals (UNSDGs) as our guiding frameworks to set and achieve targets to ensure that all our work and business processes include a sustainability and climate change lens.
- Embed sustainability and climate change curriculum, applied research and capstone projects into programs that will prepare a low-carbon workforce and a transition to a low-carbon economy.
- Leverage our networks and partners, both locally and nationally, to accelerate our climate action initiatives and lead the transition to a clean economy stemming from the work developed through the Canadian Colleges for a Resilient Recovery.
- Develop a strategy to integrate Indigenous learning and practices in sustainability and climate change initiatives.

Leadership Outcome

We will be the leader in climate action and sustainability in Canada and beyond, recognized for our exceptional climate action education and research and for the bold targets we continue to set for the college.

Building on Momentum

We have taken significant action to reduce greenhouse gas, and to inspire our students to be the sustainability leaders of tomorrow through curriculum and research, campus and public engagement, purchasing, transportation, energy, buildings and waste.



Strong Foundations

People | Planning | Reputation | Technology | Financial Health

Strong Foundations underpin our new Strategic Plan to ensure that we can progress toward our aspirations and ultimately achieve our leadership outcomes. We will build on the expertise of our faculty and staff, maintain ongoing planning for long-term success, enhance and leverage our positive reputation, and remain focused on innovative technology. Above all, we will continue to pay diligent attention to our overall financial health.

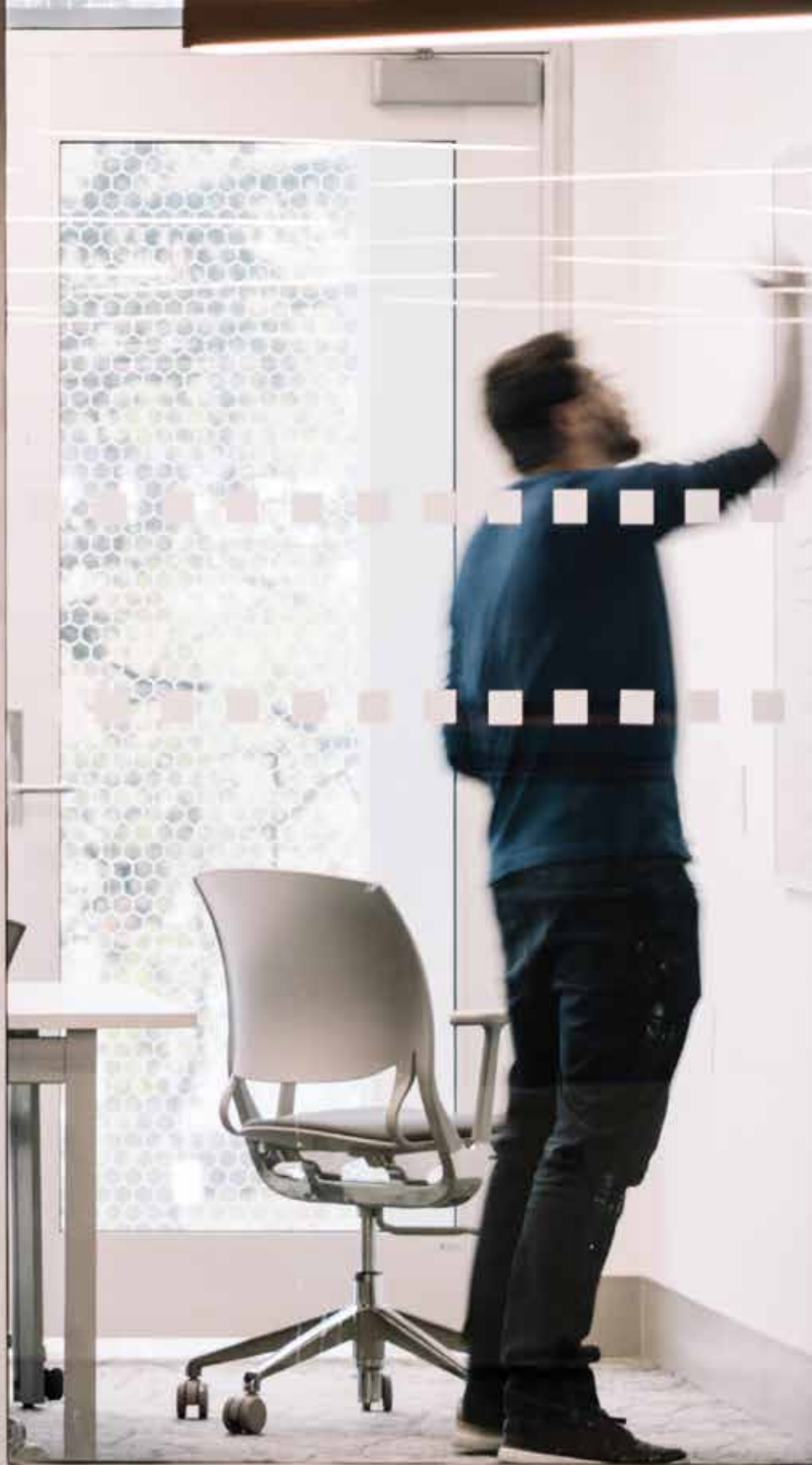
About Mohawk

Mohawk College educates and serves more than 32,500 full-time, part-time, apprenticeship and international students at three main campuses in Hamilton, Ontario and learning hubs across Hamilton through City School by Mohawk, and at the College's Centre for Aviation Technology at the Hamilton International Airport. Mohawk is among the top five colleges for applied research in Canada.

More than 130,000 people have graduated from Mohawk since it was founded. Mohawk College has been named one of Canada's greenest employers seven years in a row, holds a GOLD STARS rating from AASHE for sustainability achievements and is home to the country's largest and first institutional building to receive dual certification for Zero Carbon Building Framework design and performance for The Joyce Centre for Partnership & Innovation.

Mohawk College is a founding partner of the Canadian Colleges for a Resilient Recovery – a coalition of institutions across Canada to support a new climate-focused economic recovery.

For more information on Mohawk College's Strategic Plan, please contact the Office of the President at strategicplan@mohawkcollege.ca.



 **MOHAWK**
COLLEGE

Web: strategicplan.mohawkcollege.ca | Email: strategicplan@mohawkcollege.ca