



ANNUAL REPORT  
2010-11

> The Job  
Ahead





One year spent looking 10 years ahead.

**Start**

Preparing to Shape the Future

**Context**

A Changing Workplace

**The Plan**

Charting a Path to Leadership

**Intelligent Growth**

Managing Unprecedented Demand

**Paying Back**

An Expanded Role for Partners



An artist's rendering of the future student fitness facility to be added atop 200 King St. E. at the St. James Campus is one of many examples of how the college will expand to improve the student experience over the next decade.



Anne Sado  
President



Michael Eubanks  
Chair  
Board of Governors



# Anticipating change.

> in students

> in the workplace

> in Toronto's economy

## A MESSAGE FROM THE PRESIDENT AND THE CHAIR OF THE BOARD OF GOVERNORS

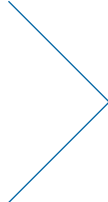
If there's one phrase that defines the past year, it's "doing our homework"—preparing for what's to come at George Brown College for our students, their employers and the economic health of the city in which they live and work. In true academic fashion, we have spent the past year hitting the books — studying how the workplace will change over the course of the next decade. As a result, we have laid the groundwork to ensure that our programs and the full student experience at George Brown College are ready for these changes so that we can continue to produce successful graduates.

We are reminded daily that our students are the focus of everything we do. Our mandate is to serve them; to meet their needs and to help them find a path to success. We are confident that, as a result of the work that is now behind us, we are in a strong position to continue to meet that goal for years to come.

The plans we have put in place over the past year are our response to clear needs, ensuring that we give students the right tools, environments and opportunities to make their time at George Brown College much more than simply a means to an end. As we move toward 2020, we do so with a constant awareness that our role as a post-secondary institution is critical not only to the employers and students we serve, but to the city and its many communities.

2010-11 was the year we finished our homework. Now it's time to begin the job ahead — to make George Brown College the post-secondary institute that truly understands employment. That is our commitment to our students, to Toronto's employers and to our city.

*We have an opportunity to shape our collective future, rather than letting it shape us.*



**Start:**  
Preparing to Shape  
the Future

65% of the children in pre-school today will work in jobs that don't currently exist.

*Jim Carroll, Trends and Innovation Expert*



Anticipating change — in our economy, in the workplace and in our students — has been a core focus at George Brown College over the course of the past 12 months. Leadership and staff have spent the year focused on the decade ahead, forecasting and planning for the socioeconomic changes that will shape the college's approach to preparing students to be the graduates of choice for employers in Toronto and beyond.

This work has been fuelled by an unprecedented amount of research examining the challenges, needs, perspectives and perception gaps that exist among students and their future employers. As the bridge that connects them, it is critical that the college understands the current and future trends that will continue to shape an evolving workplace.

The research findings have helped to identify a new series of objectives and priorities aimed at identifying the best methods of developing graduates who are well-prepared to meet and

exceed the needs of employers through 2020. For this to happen, new and more flexible learning approaches and curricula must be offered; new ways of engaging industry and community identified; and new ways of strategically managing our exploding growth carefully considered.

Employers expect graduates to begin their careers armed with much more than technical ability. They expect strong communicators and team players with a commitment to customer-service excellence. More broadly, these attributes will form the skills base Toronto's economy requires to remain competitive through the next decade.



GRADUATE PROFILE

**Alejandro Holguin** – Hospitality, Tourism and Leisure  
Class of 2009

Alejandro emerged from the Hospitality, Tourism and Leisure program at George Brown College with clearly defined goals and well-developed abilities, but his professional development didn't end there. He also pursued the college's Hotel Management Program. Combined, these diplomas gave him the leadership, interpersonal and technical skills he needs to run all facets of a hospitality business and led to a post-graduation role as the restaurant manager at the Holiday Inn in Guelph, Ontario.



58%

of GTA employers who plan to hire a post-secondary graduate this year plan to hire a college graduate, compared with 42% who intend to hire a university graduate.

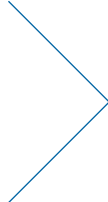
*Northstar Research Partners,  
Employer Tracking Research, 2011*

As the college moves toward 2020, it will need creative approaches to achieve its goals and renewed emphasis on the objectives that will keep it at the forefront of post-secondary education, namely:

- Preparing diverse learners for job success
- Investing in the creation and stewardship of high-performing partnerships
- Being an enabler of the innovation economy
- Building a sustainable financial and resource model
- Leveraging state-of-the-art-technology
- Building a high-performing organization

Achieving these goals will require deeper levels of cooperation and increased investment from the private sector. As the direct beneficiaries of successful college graduates, it will be incumbent upon Toronto's employers to meaningfully engage with George Brown College, supporting program development and currency, field education, student scholarship, and expansion.

Fundamentally, it will take significant public and private sector collaboration to continue to equip students with the skills and resources they need to excel in their careers of choice, and thereby provide employers and the greater economy with the capable, future-ready work force it demands.



## Context: A Changing Workplace

Since 2002, the Canadian manufacturing sector's contribution to GDP has fallen more than 25% while the financial, wholesale and social service sectors have risen dramatically. Major sectors, such as health care, are moving toward more collaborative delivery models while new technologies continue to change the operations of centuries-old industries.

Through this transformation, many Ontarians find themselves unemployed, underemployed or simply lacking the skills required to fill the thousands of in-demand jobs across the province. The knowledge economy is in full effect, but not enough of our workforce has transitioned to this new reality.

Increasingly, post-secondary students require flexible options for post-secondary education and a variety of learning experiences to attain or upgrade their employability skills. While classrooms, labs and simulated work environments remain at the heart of this process, student life outside the classroom plays a significant role, and real-world field

experiences are becoming an increasingly crucial requirement for effective workplace preparation. Also, while online educational delivery is not new, it will become a much more significant learning option by 2020.

Beyond the base of skills training, employers are looking for graduates from programs that foster productive, solution-based capabilities that go beyond the theoretical. A changing student demographic has resulted in increased reliance on career transition and lifelong learning to maintain economic prosperity. George Brown College contributed to this prosperity in 2010-11 by graduating its highest number of newly skilled students yet.

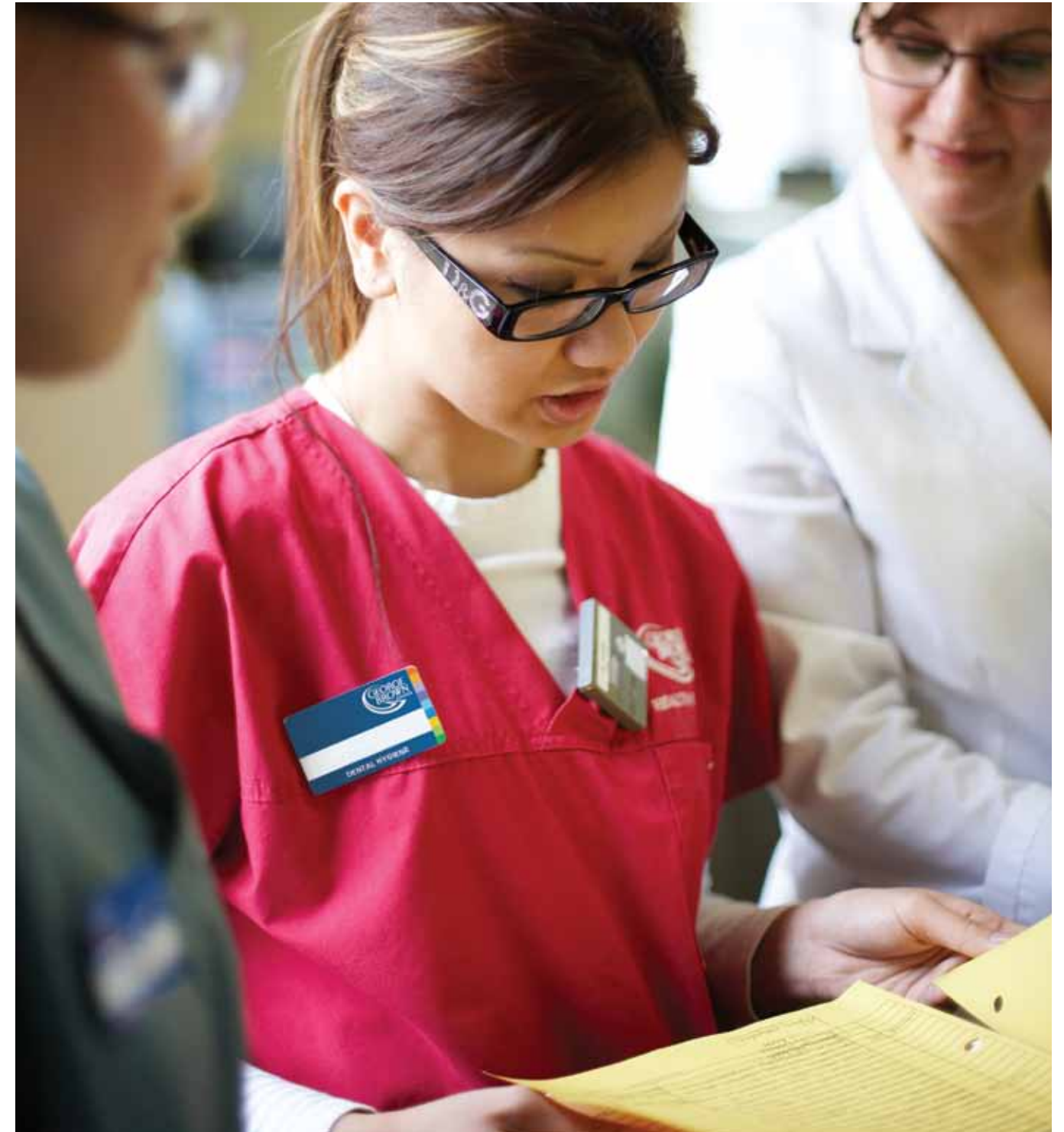
Between 2006 and 2015, service producing industries will grow 12% and generate

# 1.6 million jobs

*Statistics Canada, "Ten-Year Outlook for the Canadian Labour Market (2006-2015)", 2007*

### THE NEW EMPLOYMENT REALITY

Twenty-first century jobs require constant learning to maintain high levels of productivity. Upgrading of technical skills continues to be a strong motivator to send mature learners back to school, but these mature learners require more flexible educational options than those who come to us from high school. George Brown College is making flexible learning options a top priority over the next decade to ensure that those who want or need to upgrade their skills can do so in a manner that meets their lifestyle and personal circumstance. That means more opportunities for distance learning, online delivery, streamlining of programs and a sustained emphasis on continuing education programs.



More than 35% of the current workforce falls between the ages of 50 and 65.

*TD Economics, "The Changing Canadian Workplace," 2010*

# Less than half of Generation Y is employed in the careers they want.

Leger Marketing, Toronto Next, 2009

## ECONOMIC ADVANCEMENT AND POST-SECONDARY ACCESS

By 2015, the GTA's population will stand at 6.7 million and by 2031, 46% will be new Canadians.<sup>i</sup> Despite this growth, Ontario will face a labour shortage of 364,000 skilled workers by 2025<sup>ii</sup> for jobs in business, dental hygiene, nursing, health technologies, construction management, engineering, green technologies and a multitude of yet-to-be-established professions.

In 2010-11, George Brown College continued to create new space to accommodate the demand for these growing industries, including the development of a new campus on the city's waterfront focused on an inter-professional approach to health-sciences and the planning of a digital media incubator in new space at 333 King Street East. This comes on the heels of its 2009 completion of a \$20 million expansion of the Centre for Hospitality and Culinary Arts.

## IMMIGRATION AND WORKFORCE GROWTH

The success of the city hinges on the success of its newcomers. More than 100,000 immigrants arrive in Ontario each year, and 78% of them choose to settle in the GTA. Within a few short years, these new Canadians will make up 100% of the city's labour force growth. Nearly half of these newcomers are in their prime working years of 25 to 44, but a series of hurdles — including language barriers, shortage of income and a lack of foreign-credential recognition — prevents them from filling the knowledge gap<sup>iii</sup>.

George Brown College is on a course to address this gap, developing new methods of certification and instruction to help newcomers integrate into the workforce quickly, and increasing the capacity of its ESL programs by 30% by expanding the program to a larger location at 333 King Street East.

# 26%

of immigrants still report language difficulties in English or French four years after their arrival in Canada.

*TD Economics, "Report on the Literacy of Immigrants in Canada"*



Canada ranks first in post-secondary educational attainment, yet it places 13<sup>th</sup> among 17 OECD countries in innovation.

*Conference Board of Canada, "How Canada Performs: A Report Card on Canada"*

## THE INNOVATION IMPERATIVE

Though it boasts the largest workforce in the country, Toronto lags behind other OECD metropolitan areas when it comes to innovation. Innovation will be the key driver of the city's economic performance over the course of the next decade. Industries looking to be internationally competitive will need our graduates to help them identify new ways of solving problems, implementing new technologies and increasing efficiencies to enhance competitiveness. They will need workers who can think creatively, work collaboratively and apply problem-solving skills to underlying problems. It's a proficiency commonly known as "innovation literacy".

Applied Research at George Brown College brings together emerging Toronto businesses, industry professionals and aspiring students to find new ways to build better products and get them to market faster. This year's projects are already bringing tremendous benefit to local businesses and the city, including emergency response systems in hospitals and the creation of new options for small-scale wind energy — two innovative concepts developed by GTA entrepreneurs, and brought to market with the assistance of George Brown College students and faculty.



# x2

Employers were twice as likely to single out George Brown College graduates for their soft skills than any other college in the GTA.

*Northstar Research Partners, Employer Tracking Research, 2011*

i Statistics Canada, "Projections of the Diversity of the Canadian population," March 2010  
 ii Conference Board of Canada, "Ontario's Looming Labour Shortages Challenge," 2007  
 iii TD Economics' Report on the Literacy of Immigrants in Canada

2010-11: A YEAR OF RESEARCH & REFLECTION

Being the bridge between students and employers means fully understanding what matters most to each, and identifying solutions to fill any gaps. In 2010-11, George Brown College commissioned a series of primary research studies to examine the needs, challenges and perspectives of these distinct groups. The research revealed a number of opportunities to bring these groups together by finding educational solutions that connect them.

# GTA employers gave George Brown College graduates the highest rating among all five GTA colleges and across the skill sets they value most.

*Northstar Research Partners, Employer Tracking Research, 2011*



# GTA employers listed customer service, productivity and teamwork as the three skills they deem most important in recent graduates.

*Northstar Research Partners, Employer Tracking Research, 2011*

## VALUABLE ENGAGEMENT OPPORTUNITIES FOR EMPLOYERS

GTA employers can connect with George Brown College in several meaningful ways.

### Program Action Committees

Employers interested in helping the college maintain the currency of its curriculum can join our Program Advisory Committees (PACs). Comprised of faculty, students, employers and administrators, these committees provide a 360-degree perspective on curriculum development, and allow industry partners to help set students on the path to meeting their needs.

### Field Placements

There's no better way for an employer to show students the realities of their workplace than through field education. These invaluable partnerships between George Brown College and hundreds of industry partners throughout the GTA and beyond not only provide students with the real-world skills they need to be successful, they also offer employers the opportunity to fill employment gaps and gain access to the next generation of talented professionals.

### GBC Careers

This year marked the first full year of operation for the George Brown College job board, [www.gbcareers.georgebrown.ca](http://www.gbcareers.georgebrown.ca). Through this online portal, employers can connect with students and graduates from a cross-section of faculties, schools and industries and learn more about them and explore opportunities for summer, part-time and full-time employment. The site also brings faculty into the equation to serve as mentors and liaisons for students looking to make connections with employers.



“George Brown is a great fit with Tridel because they're willing to listen to and work with the industry. We also find that George Brown students are very well rounded in terms of education. The training they have received is very true to life. And they come with great enthusiasm.”

*David LeFevre, Chief Estimator, Tridel*

“Nurses in Family Practice have used their basic nursing knowledge and gained ‘on the job’ experience in order to become experts in areas such as chronic disease management, patient education, prenatal and pediatric care, geriatrics, and counseling... I congratulate George Brown College for providing this program and hope it will inspire the introduction of similar nursing programs across Canada.”

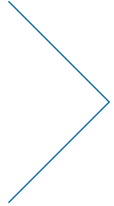
*Ann Alsaffar, President, CFPNA (Canadian Family Practice Nurses Association)*

10tation Event Catering	BRCDD Day	City of Vaughan	Durham EMS/CBRNE	Hospital for Sick Children	Maple Community Center	Ontario Shores Center for Mental Health Sciences	Platinum Unlimited	Reconnect Mental Health Services	Salvation Army Homestead	Smart IP Inc.	Toronto Sun
18 Karat	Bruce Mau Design	Clare Randall-Smith & Associates	Educator-alumni	HRG North America Events & Meeting Management	Maple Leaf Foods	Ontario Tourism Marketing Partnership Corp	PNR Railworks Inc	Residential Addiction Services for Women	Social Planning Toronto	Toronto Transit Commission (TTC)	Toronto Western Hospital
3D Mould & MFG	Burlington Fire Chief	Clear Fit	Electronic Arts Sports Canada	HSBC Bank of Canada	Maple Leaf Sports & Entertainment	Orange EMS	Porter Airlines	Savoia Hors D'Oeuvres Inc.	Soheil Mosun Ltd.	Toronto Tourism Toronto	Treadwell Restaurant
3rd Uncle Design	Cadillac Fairview	CMHC	EM City of Brampton	EM Markham Fire	Marble Media	Oshawa Senior Centre Day Program	Price Roman	Scotiabank	South Fletcher	Tridel	Trifit
52 Pick-Up Inc	Caldwell Jeffrey	CN Tower	EM of U of A	EM Toronto Hydro/WSIB/EMO	Martinea International Inc.	Other Ocean Interactive	Prime Restaurants	SDI Marketing	Southlake Hospital	Trillium Health Centre	Triumph International Canada
A. Lifetime Contractor Limited	Calphalon Culinary Center, A Newell Rubbermaid Company	Cohn Construction	Enbridge Gas	Emergency Preparedness & Security, Ontario Region	Mattamy Homes	OTMP	Private Practice	Serenity Valley Studios Inc.	Spark Innovations	Turks and Caicos Islands	Tutti Matti Ristorante Toscano
Abbotsford Group	CAMH	College of Denturists of Ontario	Emergency Management Ontario	EM-Toronto Hydro/WSIB/EMO	MCCSS – Social Policy Development Division	Outdoor Broadcast Network	Pro-Built by Michael Upshall	Sharpe Blackmore EURO RSCG	Spinnaker Resorts	Ubisoft Montreal	Underline Studio
ACCES	Campbell Soup	Communitech Inc	Emergency Preparedness & Security, Ontario Region	Evangel Hall	MedipaC International Inc.	Over Interactive	Prosthetic Associates	Shelly Purdy Studio	Sprint Day Program	Unilever Foodsolutions Canada	Uniron
ACE Canada	Canada Health Infoway	Compass Group Canada	Evangel Hall	Exco	Methodware	OVERT/Durham Police - SAR	Provincial Ontario Interpreting Services	Sherraton Centre Toronto	St. Josephs Health Centre	University Health Network	University of Guelph
ADTO	Canadian Deafblind Association	Concept Tooling & Manufacturing	Exco	Fairside Homes and Renovations Limited	Metro Toronto Convention Centre	Oxygen Design & Communications	Rockwell Automation Canada	Shikantani Lacroix Design	Starfish Oyster Bed & Grill	University of Ontario Institute of Technology, UOIT	University of Toronto Early Learning Centre
AES Canada	Canadian Gemmological Association	Coppercreek Golf Club	Federal Express Canada Ltd.	Family Health Team	Mildred's Temple Kitchen	Oyster Boy	Rogers	Sick Kids Foundation	Starz Animation	University of Toronto	Upshift Marketing Group
AGENDUM Inc	Canadian Institute of Quantity Surveyors	COSTI ,Corvetti Education Centre	International Financial Data Services (Canada) Ltd.	Federal Express Canada Ltd.	Ministry of Health – Health Data Branch	Park Hyatt Hotel	Rose Reisman Catering	Siemens	Sunnybrook & Women's Health Sciences Centre	US Northcom	Valleyview Nursing Home
Agilent	Canadian National Institute for the Blind	Courtyard Group	Invatron	FITC	Ministry of Health Long Term Care	PCL Construction	Ross Clair Contractors	Simple Bistro	Sunnybrook Health Sciences Centre, CVCU	Vanbots - Carillion Construction Ltd.	Variety Village
Air Miles	Canadian Niagara Hotels and Entertainment	Courtyard Health Consulting Group			Ministry of Municipal Affairs and Housing	Phantom Compass	Rotary Cheshire Apartments-RCA	Six Nations Fire	Suzanne Crudden Jewellery	VereQuest	Veritas Restaurant
ALCOA	Canadian Society of Club Members					Phonak	Rouge Valley (Centenary)		TasDesignBuild	Vincor Canada	Vision
Alpha Omega Dental	Canadian Youth Business						Rouge Valley Health Centre		TD Bank Financial Group	Viva Dolan	VoX International
Anthony R. Hopkins & Associates							Royal Group Technologies Ltd		TD Waterhouse Financial Planning	VOXtrm	W.Ross Macdonald School for the Blind
Aramark Healthcare							Royal Ontario Museum		TDCNet	Watts Restaurants	Welly Couture
Arthentic Dental Ceramics							Sali Tabacchi		TechAre Systems	West Park Healthcare Centre	White Oaks Resort & Spa
Ashoka Canada									Technical Standards & Safety Authority	Willow Cakes & Pastries	Winners Merchants International

# well advised

Associated Industrial Brush	Foundation	Creative Services, Region of Peel	Ford Motor Canada	Islington Golf Club Limited	Ministry of Tourism and Recreation	George Brown College has deep relationships with more than 800 partners involved in its Program Advisory Committees (PACs). Partners range from banks and insurance companies to hospitals, clinics, restaurants and construction management firms. They help shape the curriculum, direction and methodology of college programs to ensure students gain the most current skills and knowledge.	Toronto East General Hospital Withdrawal Management Centre
Athletes Edge	Canyon Creek Chophouse	Creche Child & Family Centre	Forest Hill Place	Jacques Whitford Limited	Mistura Restaurant		Toronto Economic Development Office
Atlas Air Climate Care	Capcom Canada	Critical Mass	Four Points by Sheraton Toronto Lakeshore	Jaipur Grille	MJF & Associates Marketing		Toronto EMS Planning
Atilic Hotels	Capital Consulting Inc.	CSCM	Four Seasons Hotel	Janet Rosenberg & Associates	Modeliamo		Toronto Fire - HUSAR
Attractions Ontario	Capybara Games	CSIS	Franco Mirabelli Designs	Jennifer Reisman Catering	Molson		Toronto Flight Kitchen
Auberge du Pommier	CARA Operations Ltd.	Cyclone Mfg.	Fred's Bread	Johnson Inc.	Monkeyface Studios		Toronto Food Business Incubator
AutoDesk	Career Foundation	Dalerose Country	Frozen North Entertainment	Johnson Paterson Inc.	Morrison-Compass Group		Toronto General Hospital
Baking Association of Canada	Carick Home Improvements	Danforth Collegiate & Technical Institute	G.S. MacLeod & Associates Inc.	Joseph Bryant Memorial Hospital	Canada Health Care		Toronto Marriott Bloor Yorkville
Bank of Montreal	Caronne's Therapeutic Services	Daniel & Daniel	Gambhir's Import International Limited	JVS	Niagara Food Specialties Inc.		Toronto Marriott Downtown Eaton Centre
Barrick Gold Corporation	Carranza Barristers & Solicitors	Danier Leather	GAP Adventures Worldwide	KCC Multicultural Services	NHL Enterprises, LP		Toronto Port Authority
BCARE; A Division of BSHARP	Cassidy & Company	DDB	Gap Wireless	Kenaidan Contracting	Niagara Food Specialties Inc.		Toronto Region Ontario Interpreting Services & Sign Language Services
BCE Place Child Care Centre	Architectural Technologies	DeafBlind Ontario Services	GCI Construction	Kennedy Lodge	NORAD		Toronto Rehab Hospital
BDO Dunwoody LLP	Catered Affaire Fine Foods Inc.	Delcam	Gem Star Inc.	Knoll International	Normative Design		
Bedlam Games	Cayman Tourism	Deloitte	General Motors Canada	KOCH Entertainment Canada & CD Plus	North York General Hospital		
BeerBistro	CDTO	Delta Hotels and Resorts	Gerrard Resource Centre	Kodak Canada Inc.	Northern Edge Construction Services Ltd.		
Bell Canada	Celestica Inc.	Denturism Association of Canada	Girl Guides of Canada	Kultura	NuTech Engineering		
Belton	Centala Machine and Mfg. Ltd.	Desjardins Financial Security Independent Network	Globe-Link Sourcing Inc.	KWA Partners	OCADU		
Berks Machine and Tool Ltd.	Chartwell Corporation Seniors Housing REIT	DIAC	Granite Club	LCBO Toronto	OCTA		
BILD (Building Industry & Land Development)	Chartwells - Compass Canada Group	Digital Extremes	Grano Ristorante	Le Royal Meridien King Edward	Oliver Bonacini Restaurants/Canoe Restaurant		
Bird Construction Company	Chattelaine Magazine	Digital Sugar Media	Great Wolf Lodge	Leisureworld Inc	Olympus Security and Investigation K-9		
Bitcasters	Cheshire Dental Studio	Direct Energy	Green Globes	Leo Burnett Canada	Ontario Association of Sign Language Interpreters (OASLI)		
Bite Rite Orthodontic Laboratory	Chubb Insurance Company of Canada	Divine Dental Studio	Griffin Centre	Lorraine Kisma Theatre for Young People	Ontario Association of the Deaf, Executive Director		
Bloorview MacMillan	CIFFA - Canadian International Freight Forwarders Association Inc.	Domtar Inc.	Hall Telecommunications	Louis Frankian Jewellers	Ontario General Contractors Association		
BMD Tool and Machine Co. Ltd.	Cisco Systems Canada	Don Mills Foundation	Halton Regional Police Service	Louro Jewellers	Ontario Interpreting Services		
Boeing Aerospace	City of Toronto	Dream Builders	Hatch Design Inc	LOVAT			
Bonsell Design	City of Toronto - Long Term Care Homes and Services	Drive Agency	Hilton Toronto	Maayani Design			
Brampton Civic Hospital		Dufflet Group Inc.	Holt Renfrew	Madeleines Cherry Pie & Ice Cream			
Brand Strategy		Durade Technologies Inc.	Holts Cafe - Holt Renfrew	Magnet Mobile Media Inc.			
Brantwood Lifecare							
Bravado							





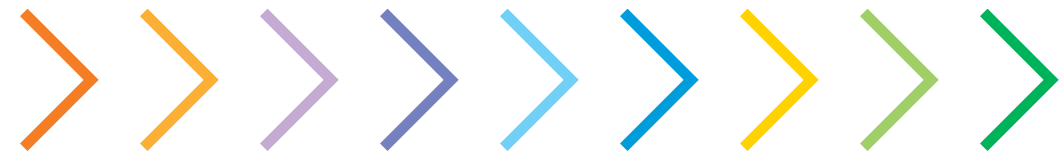
## The Plan: Charting a Path to Leadership



### GRADUATE PROFILE

Monica Melanson –  
Pre-Community Services  
Class of 2006

After taking a tour as part of the Pre-Community program at George Brown College, Monica was struck by the environment at the Parkdale Activity Recreation Centre (PARC), a non-profit organization that supports diverse groups of people. She then enrolled in the Social Services Worker program, which soon led to a full-time job as a Community Mental Health Outreach Worker at PARC.



# lead

In 2010-11, George Brown College completed a planning process that will ensure the college remains a leader in understanding employment and effectively preparing students throughout the next decade. This commitment was renewed this year in the college's mission, vision and values statement, called "The Path to Leadership".



## Inspired by a commitment to achievement through excellence in teaching, applied learning and innovation:

- We will set the benchmark to which all colleges will aspire, and be recognized as a key resource in shaping the future of Toronto as a leading global city
- We will build a seamless bridge between learners and employment as we develop dynamic programs and workplace-ready graduates who will be the candidates of choice for employers
- We will create a community of life-long learners, grounded in the principles of access, diversity, mutual respect and accountability



## Vision 2020

Much of the past year has been spent preparing a forecast and developing a plan for the next decade. Vision 2020 is a response to the transformation of the GTA's economy that's already underway and a preparation for changes yet to come. It is the product of considerable primary and secondary research studying the depth and breadth of these changes and how they affect private and public sector leaders, departmental managers, students and the next cohort of prospective graduates.

The resulting plan focuses on the customized needs of an increasingly diverse student body. George Brown College will do everything in its

power to mitigate potential obstacles; cost, location, language and age so that students can receive quality education whenever and however they choose, regardless of their personal socioeconomic situation. It is a goal that recognizes that today's students lead increasingly complex lives and need new options to ensure they receive the training to find meaningful employment.

Vision 2020 will create new methods of learning delivery to be more flexible and use up-to-date technology. It will provide all students an opportunity to experience field learning that can provide real-world scenarios and allow them to develop the skills they need to get the jobs they want. It will implement educational approaches

that encourage innovative thinking, establish new pathways to enable students to move between programs and institutions and change the way programs are delivered so that faculty, administration and support staff are constantly refreshing their methodology and expertise to ensure they meet the evolving needs of employers.

The result will be an annual cohort of graduates that is flexible and adaptive to an ever-evolving workplace. These individuals will be lifelong learners with a desire to continually improve themselves, and refine their balance of technical and soft skills.

## Six Commitments Form Vision 2020:



### Preparing Diverse Learners for Job Success

A commitment to ensure all graduates, regardless of their status, are socially and technically attuned to the needs of the workplace and prepared to succeed there. These graduates will understand the importance of continually updating their skills through ongoing training and education so that they can make a unique contribution to the industries in which they work.

### Investing in the Creation and Stewardship of High-Value and High-Performing Partnerships

An aim to establish and maintain industry partnerships that are strategically aligned to college programs; exist within the parameters of a definitive governing framework; and, ensure a mutually beneficial outcome for student and employer alike.

### Enabling the Innovation Economy

An imperative to create course curricula, programming, experiential learning opportunities and applied research projects that enable students to solve real industry problems with practical solutions more efficiently and effectively.

### Building a Sustainable Financial Resource Model

A commitment to establish revenue streams that will come from the public and private sectors, and to bolster our capacity to raise funds so that the college will have the resources necessary to fund expansion to meet increasing capacity needs, and continue to improve the student environment.

### Leveraging State-of-the-Art Technology

A promise to offer the most advanced technologies available to enhance innovation in teaching, learning, applied research, programming and service delivery. The college aims to be recognized as a leader in the knowledge economy and to create a campus environment that drives innovation and creativity.

### Building a High-Performing Organization

An intent to balance the alignment and engagement of our staff, and to be a flexible organization that responds to new opportunities with appropriate risk analysis; one that attracts high-performing, valued employees who breed excellence in the execution of their diverse roles.

## ACADEMIC EXCELLENCE

At the heart of the college is its commitment to academic excellence. It will continue to lead George Brown College's core approaches to education, regardless of program. The difference at George Brown is that this mandate is not the sole responsibility of academic centres that directly deliver curriculum, but a responsibility of all staff. It's a charted course of definitive learning objectives and benchmarks that have already evolved the college from a centre of learning to a community of educational trailblazers.

As this program of academic excellence takes root over the course of the next decade, it will profoundly change the way education is administered at George Brown College. Learning models will alter the role of professor from that of sage to one of knowledge curator — someone who helps students gather, organize and analyze information to their own advantage.

Field Education will be a more prominent component of the college experience regardless of program. In fact, the number of field placements at the college increased 10% in the past year alone, and new international field placements have been coordinated in China, India, Jamaica and Cuba. Diverse learning delivery methods are also being explored, including compressed courses that allow programs to be completed within shorter timeframes and through digital resources.

New methods of identifying areas of weakness — such as oral communication — are being put into practice early on in students' academic careers so that they can take advantage of newly introduced English courses. Programs have been established through the Office of Community Partnerships to help prospective students facing social and financial adversity gain a new lease on life through a post-secondary education they had previously thought was inaccessible.

64% of programs have a field education component as of 2011.

Our 2020 Goal:

# 100%



## Field Education

Field learning opportunities are set to become even richer and more abundant in the coming years with the ambitious aim of achieving field learning opportunity across 100% of programs by 2020. These placements will ensure students are exposed to the realities of the workforce so that they can make direct connections between what they learn in class and what is expected of them after graduation. By 2020 George Brown College will be recognized for providing students with rich experiences in a full range of learning environments. While classrooms and labs will remain the heart of the college experience, additional investment will be made to ensure students get the full benefit from the social and extracurricular opportunities across our campuses, the real-world experience that comes from working on field placements and the flexibility that comes from learning online.

## RETURN ON INNOVATION: APPLIED RESEARCH

Students are offered applied research opportunities through a cross-college approach established four years ago that fosters strategic and innovative thinking by finding creative, collaborative solutions to real-world problems faced by employers. These special projects benefit students and entrepreneurs alike by connecting industries with the resources they need across our academic divisions to help them close the loop in commercializing their concepts. Students receive invaluable opportunities to experience real-world collaboration and innovation in the true spirit of entrepreneurialism. These projects are a powerful demonstration of the George Brown College commitment to Toronto's economic and employment vitality.

21% of GTA residents considering post-secondary education plan to attend George Brown College — the highest rate among all GTA colleges.

*Environics, "Perceptions of George Brown College and Potential Opportunities", 2011*

"While invention is the act of building something new, innovation is the process of creating social or economic value from something that already exists."

*Robert Luke, Assistant Vice President of Research and Innovation, George Brown College*

## Putting Wind in the Sales of Green Syndications

GTA-based Green Syndications couldn't quite perfect the design of its vertical-axis wind turbine, a compact source of green energy created to power individual homes and small commercial buildings. Students of the George Brown College School of Construction and Engineering helped the company refine its design so that it could be sold to green energy consumers. Since then, Green Syndication has received orders from as close by as downtown Toronto to as far away as the Philippines. The original prototype still operates atop the Casa Loma campus.

"The social and environmental impact of the vertical axis wind turbine is that most of this is going to be produced in Ontario, which stimulates the economy. It's going to create jobs; it's going to create opportunity."

*Edward Wong, George Brown College student researcher for Green Syndications*



## OUR FACULTY: EXPERTS IN EDUCATION AND EMPLOYMENT

Faculty at George Brown College are a key resource in achieving the George Brown College mandate to understand all aspects of modern-day employment. Though they spend their days teaching students about their professional passions, they maintain active engagement with the industries they support. From taking on ambitious professional projects throughout the year to participating in industry associations, George Brown College instructors keep a finger on the pulse of their industry. These instructors provide students with perspective and currency. They keep them abreast of industry changes and support the development of the skills graduates must acquire to succeed.

# impact

## THREE DEVELOPMENT OBJECTIVES

Three core areas of focus have been identified for special attention and expansion to ensure George Brown College graduates have the opportunities they need to make a real impact in their future workplace and on the Toronto workforce.



### Innovation in Teaching & Learning Delivery

- Programs will have multiple delivery methods including:
  - Online delivery
  - Learning on demand
  - Compressed delivery
  - Connected learning spaces
- Inspires innovation; transforms student expectations

The past 12 months have seen numerous gains made — from the launch of seven new online courses for math, hospitality and business programs to the creation of a digital space and resource for collaboration between students and teachers to the investigation of mobile communications platforms such as smart phones and tablets as an alternative form of learning delivery.

### Best-in-Class Partnerships

- Each industry partnership will be strategic, mutually beneficial and multi-faceted
- Partnerships will be formed with a broad spectrum of high-performing organizations

Over the past year, the committee leading the charge on this initiative has made significant gains defining a best-in-class partnership and the standards to which these partnerships should be held.

### Field Education

- 100% of programs will have a field placement component
- Minimum standards to be embedded into each program
- Direct contact between students and clients
- Domestic & international options

In 2010-11, a series of pilot projects were launched to test different methods of broadening field education to include international placements, opportunities for field education in design and technology programs, interdisciplinary field placements, and extended field placements for hospitality students.



### Betty-Jean Reid & Corene Kennedy

What happens when you bring together one of Canada's top intervenors for the deaf-blind and a veteran American Sign Language (ASL) interpreter? An ambitious new project that benefits students and the broader community. Earlier this year, Corene & Betty-Jean used their participation in their respective industries to develop a partnership with the Art Gallery of Ontario. Beginning in spring 2011, students from the ASL English Interpreter program at George Brown College have provided interpretation of the Gallery's tours to those who are deaf or hard of hearing. The project — following on the heels of a similar initiative introduced at the Royal Ontario Museum in 2010 — benefits not only the gallery and community, but will also be an invaluable real-world learning experience for the participating students.



### Jim Kinney

Computer Graphics students at George Brown College rave about Jim Kinney's approach to teaching. Far removed from the traditional lecture style, Jim uses a series of online social-media tools to engage students on a lateral level, and allow them to learn and work collaboratively to solve problems, develop new ideas and become innovation literate.



### Christine Walker

Before teaching students at George Brown College the art of gastronomy, Christine tantalized palates as a chef in top-rated restaurants from the U.K. to Australia to New Zealand. Living by the adage of "waste not, want not," Christine currently studies methods of assisting foodservices industry partners how to turn their leftover fruits into preserves and make the most of their produce. Her efforts have inspired students to join in her quest to find new ways of making the most of Ontario's agriculture.

## Intelligent Growth: Managing Unprecedented Demand

In the past seven years, applications to George Brown College have increased 50% while enrolment has surged 70% to surpass physical capacity, resulting in the creation of waitlists for many high-demand programs. To accommodate growing numbers of students, the college has increased its physical size through the acquisition of new spaces in the city. But expansion cannot come at the expense of academic excellence or the student experience. The college must grow responsibly in order to maintain and improve upon the standards that have led it to where it is in 2011.



**60%**  
of George Brown  
College students  
do not enrol directly  
from high school.

*George Brown College  
Institutional Research Office,  
"2009 Fact Book Highlights Report"*

**43%**  
of George Brown  
College students  
were born outside  
of Canada.

*George Brown College  
Institutional Research Office,  
"2009 Fact Book Highlights Report"*

**29%**  
of George Brown  
College students  
come to us following a  
university experience.

*Key Performance Indicators,  
Colleges Ontario, 2010*



### The Changing George Brown College Student

George Brown College is a microcosm of Toronto in many ways, but most obviously in its diversity. A smaller proportion of students are coming to the college in a straight line from high school. They come from all walks of life, all parts of the world and will enter the college in their twenties, thirties, forties and beyond. Many will do so more than once.

Some of these students are experienced employees who want or need to reinvent their careers. Some are new Canadians who have arrived in Canada to discover their professional credentials are not recognized and must find an accessible path to the many in-demand professions in Ontario. Others are university graduates who seek the practical, experiential learning employers are increasingly demanding. Still, others are learners with special needs who hold great hope that a college education is a means to a more meaningful, productive life.

### Deepening the Student Experience

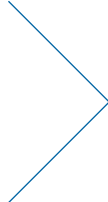
At George Brown College, students are positively engaged with the college from the moment they express interest in attending. They are provided with guidance and orientation to help them transition smoothly into college life. They are given tools for success through one-on-one counselling, a lively, social and encouraging environment in which to learn and grow and extracurricular opportunities to expand the college experience during their years of study. Co-curricular activities that support the development of critical soft skills will be expanded, evaluated and documented, differentiating George Brown College graduates even further. And, once they've graduated, they are encouraged to return to the college and participate in activities, volunteerism or philanthropy.

This student engagement outside the classroom adds considerable value to the post-secondary experience. In fact, research shows it contributes

substantially to the skills development of the students and makes them more inclined to continue their relationship with George Brown College well after they have graduated. The end result will be a growing George Brown College graduate community that works cohesively to continually raise the bar of quality education and student life at the college.

Goals of the enhanced focus on student experience include:

- Attract and select learners with potential to succeed
- Identify individual needs to optimize customer service leadership
- Define, set and measure student experience performance against standards
- Build support systems that facilitate student persistence and engagement
- Earn a reputation as the college that understands employment in the GTA.



## Paying Back: An Expanded Role for Partners



**Graeme Page**  
President  
George Brown  
College Foundation



**Doug Turnbull**  
Chair  
George Brown  
College Foundation

### LETTER FROM THE FOUNDATION

In 2010-11, George Brown College began a tremendous undertaking. The College set out a new vision to lead us to our goal of being the post-secondary institute that understands employment better than any other. To this end, much work will need to be done that goes far beyond the learning we provide. Bricks and mortar will need to be laid to create new student spaces. Scholarship funds will be needed to attract students to fill those spaces. With industry partnerships, George Brown College plans to address the anticipated gaping holes in the labour market for jobs that are critical to the social well-being of our city. These students will go on to become the dental hygienists, nurses, welders, carpenters, engineers and game developers of tomorrow.

Each of us benefits from the success of George Brown College in an indirect manner, but employers in the GTA benefit directly. They are the beneficiaries of graduates that are prepared to tackle the challenges of their respective industries; who will find new efficiencies; who will make their businesses more innovative and who will change the very essence of their operations.

With employers in mind, the George Brown College Foundation continues pursuing its \$250 million vision to support expansion of the College. The next 12 months will see the final touches put on a new waterfront campus that will not only accommodate 3,500 health-sciences students, but will provide them with more than 300,000 square feet of the most modern, technologically advanced and environmentally sustainable studying space in the province. This new facility will allow us to free space and redevelop our Casa Loma and St. James campuses to expand the construction and engineering programs, which in turn will help these sectors mitigate current labour shortages.

These developments are complemented by two new spaces recently acquired by George Brown College along King Street East that will allow us to broaden a number of programs including ESL, our gaming design program and to host one of the city's first digital media incubators.

Almost \$150 million has been secured in public funding, and we have an outstanding request to the provincial and federal governments to help close the gap. That, together with \$60 million the Foundation is committed to raising from the private sector, will bring to fruition projects that will have a lasting impact on all aspects of life in the GTA. These initiatives present a historic opportunity for donors in the GTA to leave a lasting legacy on the city. Through their support and generosity, graduates from all walks of life can make a difference to our city, to its communities and to the prosperity of our economy.



### INVESTING IN THE FUTURE WORKFORCE

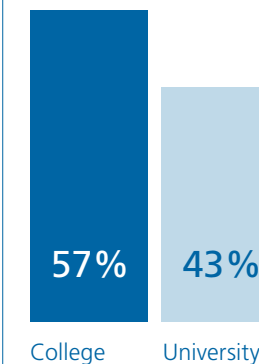
By 2025, Ontario will have a labour shortage of 364,000 skilled workers in critical industries — jobs that will require a post-secondary education; yet, only 62% of the current population have earned a diploma or degree. To meet the labour and socioeconomic demands of the future, more student spaces will be needed. This will place greater pressure on the resources available to Ontario's colleges, which are provided the lowest level of public funding per student among Canada's provinces.

While enrolment at Ontario colleges has increased almost 30% in the past 15 years, public funding in the 2010-11 academic year remained at comparable levels to 1996-97, creating a significant gap between the resources colleges need and what is publicly provided.<sup>iv</sup>

#### Supporting Expansion

To meet growing enrolment demand, George Brown College has embarked on a \$250 million expansion vision, which includes a \$60 million contribution from the private sector to support a series of projects that will open up thousands of spaces for students.

#### 2010 Post-secondary enrolment



In 2010, 57% of post-secondary students were enrolled in colleges compared with 43% enrolled in universities.

**Yet universities receive 33% more public funding than colleges.**

*Colleges Ontario, 2011 Environmental Scan*

Ontario's post-secondary institutions receive \$7,000 in operating grants per full-time student — the lowest in the country and less than half that of Manitoba.

*Colleges Ontario, 2011 Environmental Scan*



Our \$175 million Waterfront Campus is set to open its doors next September. It will create spaces for 3,500 health-sciences students each year — students who will go on to fill skills shortages in important and high-demand health sector professions.

The campus has been designed to provide health-sciences students with an interdisciplinary education that reflects the changing nature of how health care is delivered in Ontario.

### The George Brown College Foundation

As George Brown College grows, it will need new sources of revenue and new methods of directing that revenue where it's needed most. To this end, the George Brown College Foundation serves as an arms-length organization that strengthens the college's ability to offer new and innovative programs, while supporting student success through scholarships and bursaries.

Its mission is to raise funds for George Brown College that will:

- Enable the College to achieve its goal that no student is denied a George Brown College education because of financial burden.
- Advance the College's commitment to excellence in teaching, applied learning and innovation.
- Enable George Brown College's programs, facilities and services to be best-in-class.
- Enable George Brown to be a key resource in shaping the future of Toronto.
- Help George Brown produce graduates who are the candidates of choice for employers.
- Support George Brown's commitment to access, diversity and mutual respect.

### The Campaign for George Brown

While almost \$150 million in public funding has been secured and a request for additional public support is currently outstanding, a substantial amount must still be raised to complete the expansion, including an additional \$60 million from the private sector. The George Brown College Foundation solicits private sector organizations and individual donors to support these expansion projects and to ensure future students have a learning environment that inspires innovation and achievement.

In 2010, our two main campuses and 12 satellite locations served 24,000 full-time students and 48,000 continuing education learners, including 2,000 international students through 150 full-time and 1,600 Continuing Education courses.

### Contributing to the Social and Economic Fabric of Toronto

George Brown College isn't just a place to learn, it's an integral part of the communities we serve. Whether it's the development of new amenities and eco-friendly buildings in the East Bayfront or providing avenues for post-secondary education attainment to disadvantaged youth in Regent Park, the students, faculty, and support staff of George Brown College go far beyond the frontiers of our campus to make a meaningful contribution to the GTA. Over the past six years, the Community Partnerships Office has helped to redefine Toronto's communities. Through strategic, collaborative initiatives and multi-sectorial partnerships with more than 80 agencies, it has served almost 4,000 non-traditional students, helping them achieve educational success. It has initiated 72 projects that have led to improved community health and sustainable employment. It's all part of our collective sense of responsibility to society and the city we have called home for more than 40 years.

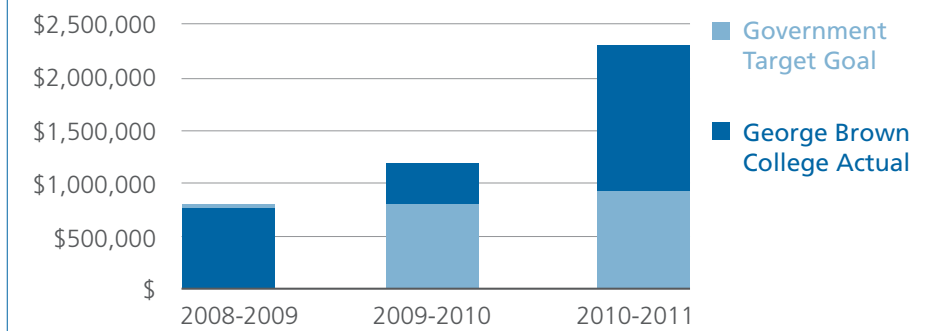
### Leadership in Student Support

The Ontario Trust for Student Support (OTSS) matches the donations of private and industry donors to provide students with limited financial means access to a post-secondary education that will change their futures.

Endowment funds support the more than 50% of George Brown College students who need financial support to access post-secondary studies. In 2010-11, applications for bursaries rose by almost 52% and the average bursary rose to \$595, which covers just a portion of tuition — clearly more is needed.

The George Brown College Foundation has made a commitment to double the \$18 million it currently holds in endowments so that more adults in the GTA can access a post-secondary education that is a prerequisite for meaningful employment today.

### OTSS Fundraising Progress



In 2010-11, contributions from private donors, industry partners and public funding amounted to \$3.7 million in student endowments — the highest among Ontario colleges.



### WAYS FOR DONORS TO ENGAGE

George Brown College offers a wide variety of opportunities for private and corporate donors to engage with the college. Whether you're making a one-time donation, creating an endowment or leaving behind a legacy through an estate, your contribution to George Brown College will provide a new generation of students with the opportunity to realize a more meaningful career and to make a difference to their sectors and society as a whole.

Donors can visit [www.georgebrown.ca/donate](http://www.georgebrown.ca/donate) to make a contribution.

Those interested in creating a long-lasting legacy can do so through a variety of channels by naming a classroom, lab, or even a building. You can even create an endowment, which is invested in perpetuity and used to fund education through its investment income. These gifts can be named in honour of living or lost loved ones to create a memorial and legacy for them. Other options for donations include estate planning and investment vehicles, which can offer significant tax advantages.

For more information, contact [fdn@georgebrown.ca](mailto:fdn@georgebrown.ca).

In 1998, Vince Thomson made an initial personal gift of \$10,000 to George Brown College in the name of Jean Baptist De La Salle. Today the De La Salle Scholarship exceeds \$1 million, providing financial assistance to students in the schools of Community Services and Health Sciences. Thomson never thought his initial gift would make such a significant long-term impact.

## Academic Centres and Schools

<b>CENTRE FOR CONTINUOUS LEARNING</b>	School of Continuing Education Corporate Training Distance Education School of Emergency Management Yorkville School of Makeup & Esthetics
<b>CENTRE FOR INTERNATIONAL AND IMMIGRANT EDUCATION</b>	School of English As A Second Language International and Immigrant Education
<b>CENTRE FOR PREPARATORY AND LIBERAL STUDIES</b>	School of Liberal Arts & Sciences School of Work & College Preparation
<b>CENTRE FOR ARTS AND DESIGN</b>	School of Design School of Fashion Studies School of Performing Arts
<b>CENTRE FOR COMMUNITY SERVICES AND EARLY CHILDHOOD</b>	School of Early Childhood School of Deaf & Deafblind Studies School of Social & Community Services
<b>CENTRE FOR HEALTH SCIENCES</b>	School of Dental Health School of Health And Wellness School of Health Services Management School of Nursing
<b>CENTRE FOR HOSPITALITY AND CULINARY ARTS</b>	Chef School School of Hospitality And Tourism Management
<b>CENTRE FOR CONSTRUCTION &amp; ENGINEERING TECHNOLOGIES</b>	School of Architectural Studies School of Computer Technology School of Construction Management & Trades School of Mechanical Engineering Technologies
<b>CENTRE FOR BUSINESS</b>	School of Business School of Financial Services

## Numbers at a Glance\*

### PROGRAMS OFFERED

<b>Programs</b>	<b>148</b>
Diploma	65
Post-Graduate Certificates	30
Certificate/Apprenticeship Programs	47
Bachelor Degrees	6
Continuing Education Programs	1600

### STUDENTS

<b>Student Body</b>	<b>62,957</b>
Full-Time Equivalent	23,936
International	2,350
Apprentice	671
Continuing Education Registrants (Including 12,000 Distance Learners)	36,000

### STAFF\*\*

<b>Full-Time</b>	<b>1,241</b>
Faculty	514
Support Staff	544
Administrative Staff	183
<b>Part-Time</b>	<b>2,285</b>
Faculty	858
Support Staff	814
Administrative Staff	13
Continuing Education	600

\* Sources: Applied & Institutional Research, George Brown College; Survey of Full College Activity (Unweighted FTE's), 2011 OCAS Application Services Inc.

\*\* As of April 1, 2011

## College and Foundation Board of Directors

### College Board of Governors 2010-11

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Vice-President, Governance, and Architecture & Corporate/ Diversified Businesses  
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**Christine Raissis**  
Director, Economic Research and Business Information  
City of Toronto

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Ministry of the Environment

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Canadian Council of Grocery Distributors

**Robert Wong**  
Vice Chair/Snr Investment Counsel/Portfolio Manager  
Leon Frazer & Associates Inc.

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Student Representative  
George Brown College

**Marilou Martin**  
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Co-Operative Education Officer  
Centre for Business,  
George Brown College

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Assistant Vice President  
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**Anne Sado**  
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George Brown College

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George Brown College Foundation

**Paula Jourdain Coleman**  
Chief Executive Officer  
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Partner  
Borden Ladner Gervais LLP

**Jerry Patava**  
President & CEO  
Great Gulf Homes

**Anne Sado**  
President  
George Brown College

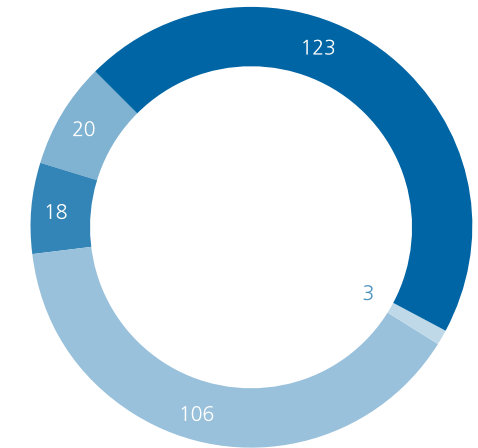
**Michael Cooke**  
Vice President Advancement  
George Brown College

**Graeme Page**  
President & CEO  
George Brown College Foundation

## Financial Report

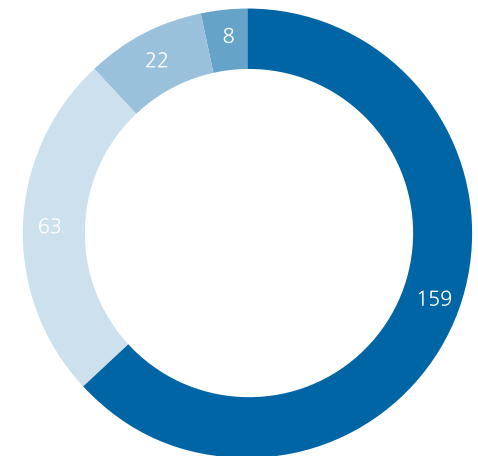
### Operating Revenue by Source, 2010-11 \$270 Million

Ontario Government	123
Federal Government	3
Student Fees	106
Ancillary	18
Other	20
<b>Total</b>	<b>270</b>



### Operating Expenditures , 2010-11 \$252 Million

Salaries and Benefits	159
Supplies and Other Expenses	63
Plant, Property and Capital	22
Scholarships and Bursaries	8
<b>Total</b>	<b>252</b>







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[georgebrown.ca](http://georgebrown.ca)