



LOYALIST COLLEGE STRATEGIC PLAN 2025



CARING



CREATIVE



ENGAGING



INCLUSIVE



ACCOUNTABLE



A message from the Board Chair and President

We are excited to present Loyalist College's Strategic Plan (2025).

This is our blueprint to build Loyalist into a Destination College for our students, faculty, staff, local businesses, and the community.

The strategic directions that we outline in our Strategic Plan will guide Loyalist in strengthening our reputation and brand, expanding our economic and social contributions to the region, growing our enrolment and revenues, and continuing to prepare our students for the jobs of the future.


This Plan is a product of hundreds of conversations and consultations with the people

who make Loyalist College special. Students, faculty, staff, community members, and business leaders provided their thoughts on what direction Loyalist College should take over the next three years, and what our priorities should be. This Strategic Plan also reflects the many conversations and consultations that we had with students and stakeholders to develop the new Strategic Mandate Agreement (SMA 2017-2020).

Thank you all for your insights and recommendations. We hope you all see yourselves in the ambitious path that we are charting for the College. We look forward to working with each and every one of you to implement our Plan as we move forward together.



Bob Forder
Loyalist College
Chair, Board of Governors



Ann Marie Vaughan
Loyalist College
President & CEO

Contents

03

Introduction

05

Loyalist College's
Strategic Context

06

Loyalist College's
Vision

08

Loyalist College's
Mission

10

Loyalist College's
Values

12

Loyalist College's
Strategic Directions

17

Conclusion

Introduction



Since 1967, Loyalist College has grown with its community/region in Eastern Ontario. Today, the College has two campuses – Belleville and Bancroft – and a satellite location in Port Hope. It has an annual budget of over \$60M. Loyalist is THE public post-secondary destination serving a population of 250,000 in this region of Ontario.

The strength of the College is reflected in:

40,000+

Alumni who contribute to the economic and social health of our communities, our province and Canada

5.8% TO GRP

The economic and social impact of the College on the regional economy – **contributing 5.8% to the Gross Regional Product, and representing additional income of \$465 million**
– *Based on a 2018 Report by Emsi*

SKILLED TRADES

Support for The Bay of Quinte Skills Centre
– **LEED® Silver Certified**

SIMULATION

The newly renovated third floor of the Northumberland Wing in the Kente Building which opened in 2018 and includes an interprofessional simulation centre, high-tech classroom environments and contemporary student spaces which enhance group learning and social engagement

90.8%

Of 2016-17 Loyalist graduates who were employed within six months of graduation. Loyalist is the top College in Ontario when it comes to graduates getting jobs
– *KPI results released November 2018*

ABOVE AVERAGE KPI

Loyalist placing above the provincial average for all five annual KPIs, including graduate satisfaction, employer satisfaction, student satisfaction, and graduation rate

NSERC STATUS

Eligibility status for NSERC – **advancing campus** with commitment to innovation and applied research

DIGITAL MEDIA CENTRE

Our Digital Media Centre is a hub for Media programs
– *Opened in 2013*

AWARD-WINNING PROGRAMS

Our award-winning programs, students and alumni who are guided by outstanding faculty and staff to new levels of success

Loyalist College's Strategic Context



Our Strategic Plan reflects our aspirations to establish Loyalist College as a Destination College, while being responsive to the major trends and issues that are shaping Ontario's post-secondary industry.

Loyalist College operates at the intersection of many stakeholders. The College's core mandate is to provide an empowered learning and applied research network which connects and creates shared value for our students, industry, and community. At Loyalist College, we understand that our continued growth and success will be based on the deep relationships that we build with the people and organizations around us.

Our Strategic Plan factors in the different ways we engage with each of these groups, and the different ways in which they can contribute to achieving Loyalist College's vision and delivering on our mission.





Loyalist College's Vision

Loyalist College has a proud history of offering our students, faculty, and staff an opportunity to succeed

As we look to our future, the new vision statement represents our collective aspirations for what the College should be, and what it should provide to those we serve: a true

destination, one that inspires you to pursue your own direction, and supports you along the way. To achieve this vision, Loyalist College will follow the path identified in the mission statement.



Vision Statement

Loyalist College will be Ontario's Destination College, known locally, nationally, and internationally as a deliberate choice of students, faculty, and staff, where their experiences are enabled by an engaged and supportive culture.

Definitions

Destination College – Cluster-based programs and learning; modern facilities and attractive natural environment, with proximity to major urban centres; an empowered learning environment; and a vibrant student life

Deliberate choice – *For students:* aligns with where I want to go in my life and my career, and what I want to learn

For faculty: aligns with where my teaching, research interests, and experience lie, with the opportunity to continue learning

For staff: aligns with where my experience and professional development goals lie, with the opportunity to continue learning



Loyalist College's Mission

Loyalist College's mission statement outlines the path that will guide our collective activities to deliver on our vision for the future

With a bold commitment to becoming a Destination College and a deliberate choice for students, faculty, and staff, the mission statement challenges us to continue to evolve as an

institution, through innovative programs and a robust relationship with the surrounding region that will ensure our graduates are ready to contribute to our community and the economy.



Mission Statement

Loyalist College empowers students, faculty, staff, and partners through experiential, economic, cluster-based applied programs and research that provide career-ready graduates for, and knowledge transfer to, industry and the community.

Definitions

Empower – Self-determination for faculty, staff and students

Cluster-based – A market-driven approach that is responsive to the needs of a regional concentration of interconnected companies, institutions, sectors, and industries, is delivered through a broad, multi-disciplinary learning environment, and contributes directly to the local economy

Career-ready – Students have been educated and trained to be qualified for jobs and have an immediate impact for employers

Knowledge transfer – Connecting applied research and input from the business community to develop technology that meets local industry needs



Loyalist College's Values

As we embark on our journey to fulfil our vision and mission, Loyalist College will be guided by the values that define our institution

At every step on the path to becoming a Destination College and serving our students, faculty, staff, and industry and community partners, we will proudly embody these values as we work together to deliver on our mandate.



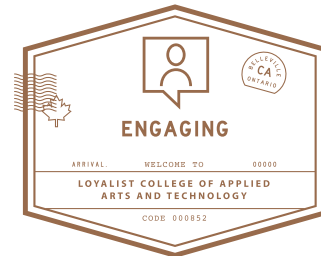
CARING

We attend to, and focus on the individual and collective success of our students, faculty, staff, and community by providing deep and broad supports



CREATIVE

We design customized solutions for the real-world challenges that face our students, faculty, staff, and industry and community partners



ENGAGING

We build relationships by using all relevant communication channels to listen and respond to our students, faculty, staff, and industry and community partners



INCLUSIVE

We eliminate barriers to the full and meaningful participation of all our students, faculty, staff, and industry and community partners, in the activities of the College



ACCOUNTABLE

We are each responsible for our individual actions and for contributing to the collective success of the College



Loyalist College's Strategic Directions

Our journey to implementing our vision to be a Destination College and our mission to do things differently begins here:

With three strategic directions that build on what makes Loyalist College special to take us to the next level of delivering excellence for our students, faculty, staff, and industry and community partners.



To become a Destination College, Loyalist College is committed to providing innovative educational programming that creates career-ready graduates and is responsive to market needs.

Loyalist College will create **cluster-aligned programs and applied research**: Pursue a differentiated, market-driven, regionally-focused, cluster-based framework to learning and applied research that supports and enables student, faculty, staff, industry, and community growth and development

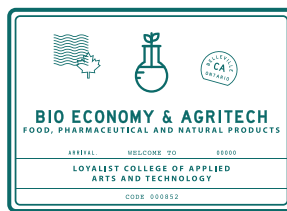
To create cluster-aligned programs and applied research, we will:

- ┌ Create and implement a multi-disciplinary cluster-based framework to learning and applied research
- ┌ Develop and implement a business and operational plan to execute the framework that focuses on aligning services and resources to deliver the new model
- ┌ Develop a marketing strategy and campaign for the new framework

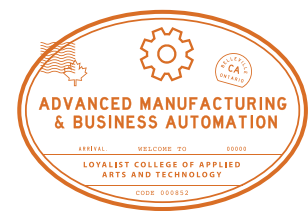
Loyalist College's Cluster-Based Applied Programs and Research



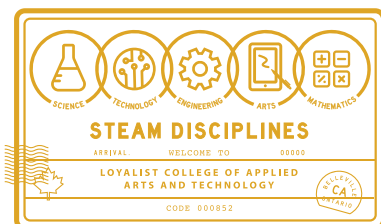
Health, Human Services, Social Development and Public Safety



Bio Economy, Agritech, (Food, Pharmaceutical and Natural Products)



Advanced Manufacturing and Business Automation



Science, Technology, Engineering, Arts and Mathematics (STEAM)



Creative, Communication and Social Economy



Progressive Trade and Transportation

Loyalist College is committed to supporting and cultivating the value that a vibrant student body brings to the campus

As we adapt our approach to learning and training through a cluster-based model:



Loyalist College will *deliver an outstanding student experience*: Provide an inspiring, well-rounded, and real-world student experience that offers choice and opportunities within and beyond the classroom.

To *deliver an outstanding student experience*, we will:

- ┌ Establish the College's framework for Graduate Attributes to inform the development and delivery of programs that effectively prepare students with employability and life skills that will help them succeed in their careers and personal lives. These include citizenship and social responsibility; Indigenous and cross-cultural understanding; entrepreneurship and technology; health and wellness; and ecological literacy
- ┌ Strengthen the student community through the engagement and participation of all students over the life of their experience
- ┌ Deliver high-quality spaces, amenities, and services
- ┌ Support a student culture and environment that is diverse, resilient, and promotes health and well-being
- ┌ Develop an applied learning outcomes framework
- ┌ Measure and promote employability skills through co-curricular records, portfolio development, and/or badging

Underlying Loyalist's vision to be a Destination College is a commitment to encourage enhanced graduate career preparedness, life skills, and global citizenship

The economy and the workplace are changing dramatically and job transition is happening at an increased pace. Technology is pervasive in all aspects of work, which is dramatically affecting job seekers, employees and employers. In a time of change people must be resilient, and this requires that they possess superior coping skills and the discipline to exercise self-management. Globalization, perhaps, may be the greatest factor introducing change to our society.

New platforms for information sharing, and the emergence of a truly global recruiting market, will demand that our graduates be equipped to understand a new model of citizenship.

Loyalist College will help our students to be resilient, to thrive, to prosper in this changing landscape by enabling them to acquire and understand a set of Graduate Attributes that will prepare them for success.

These attributes will differentiate Loyalist graduates from their peers, enabling them to claim a unique space in the workforce and in the community.

The attributes are:



Citizenship and Global Responsibility



Cross-Cultural Understanding



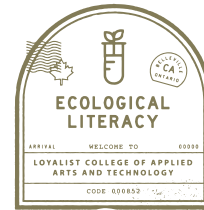
Indigenous Understanding



Entrepreneurship and Technology



Health and Wellness



Ecological Literacy

Our students will acquire these attributes through engagement across the entirety of the broader learning environment of the College. Some will be acquired through program learning outcomes in accordance with understood teaching and learning principles. Other elements will be acquired through co-curricular activities, which will be monitored through a tracking process that will encourage student self-reflection. *Loyalist acknowledges that some of our incoming students will bring with them experience addressing elements of our Graduate Attributes. We will help them to identify these connections through Prior Learning Assessment and Recognition.*



Through academic program learning, co-curricular experience and Prior Learning Assessment and Recognition, Loyalist will equip our graduates with the understanding and language they need to enable them to tell their own stories, fully and completely.

Our evolution to a Destination College and a cluster-based approach, and work to further enhance the vibrancy of student life will touch all aspects of Loyalist College

Amid this time of ambitious change, Loyalist College is committed to ensuring a seamless and responsive approach to the needs of our students, faculty, and staff that reflects the values of the College.



Loyalist College will strengthen organizational development and capacity: Ensure that required structures, resources, and funding are in place and aligned to meet the needs and expectations of students, faculty, staff, industry, community, and a growing College

To ***strengthen organizational development and capacity***, we will:

- ┌ Develop and implement a Strategic HR Management plan
- ┌ Identify and expand alternative revenue sources
- ┌ Invest in organizational, faculty, and staff development, health, and wellness
- ┌ Develop an integrated planning model, including a risk management framework
- ┌ Develop a campus master plan

Conclusion



We are excited to embark on this new path with each and every one of you. Becoming a leading Destination College will set us apart from our peers, and bring a renewed focus and attention to our thriving region from across the country and around the world.

Our Strategic Plan represents Loyalist College's commitment to our students, faculty, staff, and industry and community partners. It is aimed at building the College's capacity to support an ambitious delivery of innovative services and programming, while strengthening our ability to serve our community. Each of the strategic directions will implement key aspects of our mission, and will deliver on our overarching vision, in a truly Loyalist College way.



**You're
going
places.**

376 Wallbridge-Loyalist Road | Belleville, Ontario K8N 5B9