

Loyalist College Strategic Plan 2030

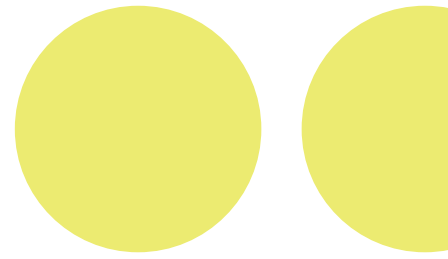
**LOYALiST
COLLEGE**



Land Affirmation

Loyalist College is built upon the lands governed by the Dish with One Spoon wampum agreement. We affirm and thank the Haudenosaunee, Anishinaabeg, and Huron-Wendat nations for their continued caretaking of the land. We offer respect to Indigenous people from all nations who call this area home. We honour elders and traditional Knowledge Keepers, past, present, and future.

Message from President and Board Chair



Our communities need strong, values-driven leadership to help shape a more resilient and prosperous Ontario.

Effective leadership begins with a clear sense of purpose, especially in times of uncertainty. When challenges arise and conditions change, it is this sense of purpose – rooted in mission and values – that guides thoughtful decision-making and inspires confidence. At Loyalist, our role as a regional leader is grounded in a continued commitment to empower learners and serve our communities – identifying needs, creating opportunities and building strong partnerships that support our students and contribute to a better future.

Loyalist's Strategic Plan 2030 was developed during a challenging period for post-secondary education in Canada. Across Ontario and the country, colleges and universities are facing significant instability. Government policy changes, financial pressures and shifting demographics have forced institutions throughout the sector to re-evaluate their enrolment planning, programming and revenue models.

Amid the complexity of today's higher education landscape, our Strategic Plan is a return to our core principles, affirming that Loyalist will continue to lead with confidence and purpose. Defined by our unique institutional identity and relationship to our region, it provides a strong foundation to guide our decisions in the ever-changing political, economic and social landscape in which we operate. While looking ahead five years is especially difficult in this

current operating environment, our Strategic Plan is future-focused and flexible, allowing Loyalist to remain agile and responsive to both our communities' emerging needs and broader shifts in the post-secondary sector.

Developed through extensive consultation with students, faculty, staff, industry and community partners, Loyalist's Strategic Plan 2030 captures Loyalist's foundational priorities: delivering accessible, hands-on and career-focused education; preparing graduates for rewarding, in-demand work; and contributing to the economic and social health of our communities. It underscores our commitment to fostering an inclusive working and learning environment, where both students and employees can optimize their potential, grow and succeed. Additionally, the plan advances applied research and innovation as a means to deepen our impact.

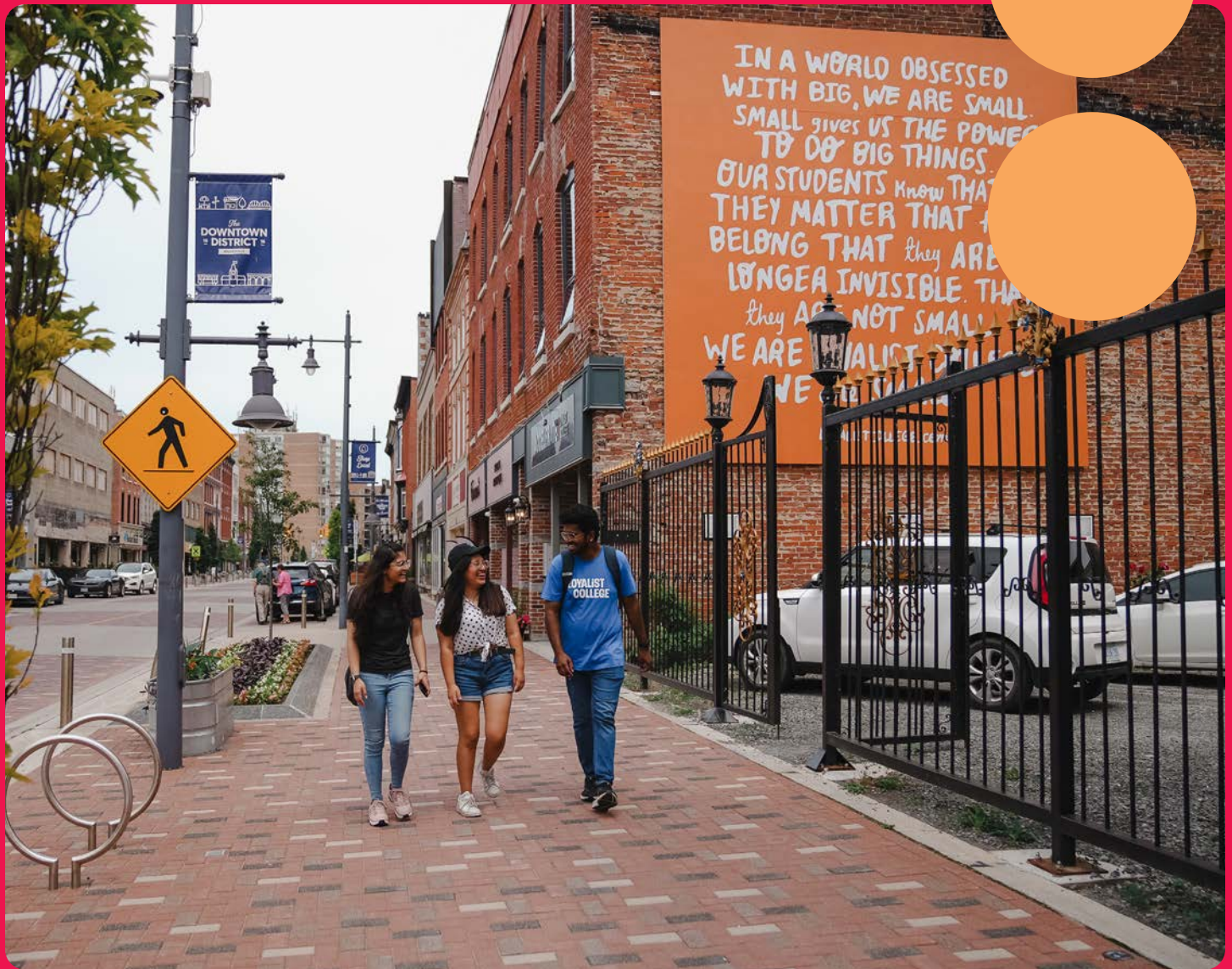
Loyalist is proud to be a community college, which we embrace with full appreciation of the responsibility it carries. Our decisions are shaped by collaboration with the individuals, industries and organizations working to build a more connected, empowered Eastern Ontario region. Community is where the college's purpose comes to life and where Loyalist's leadership will continue to drive change.

Mark Kirkpatrick

President and CEO, Loyalist College

Julie Lange

Chair, Loyalist College Board of Governors



Who we are:

**An engine of possibility
for rural Ontario**



Some of the province's greatest opportunities lie beyond the boundaries of its big cities.

Since 1967, Loyalist College has been the primary provider of accessible, hands-on post-secondary education and workforce training within its service region, addressing labour market needs, supporting community services and contributing to economic development and innovation.

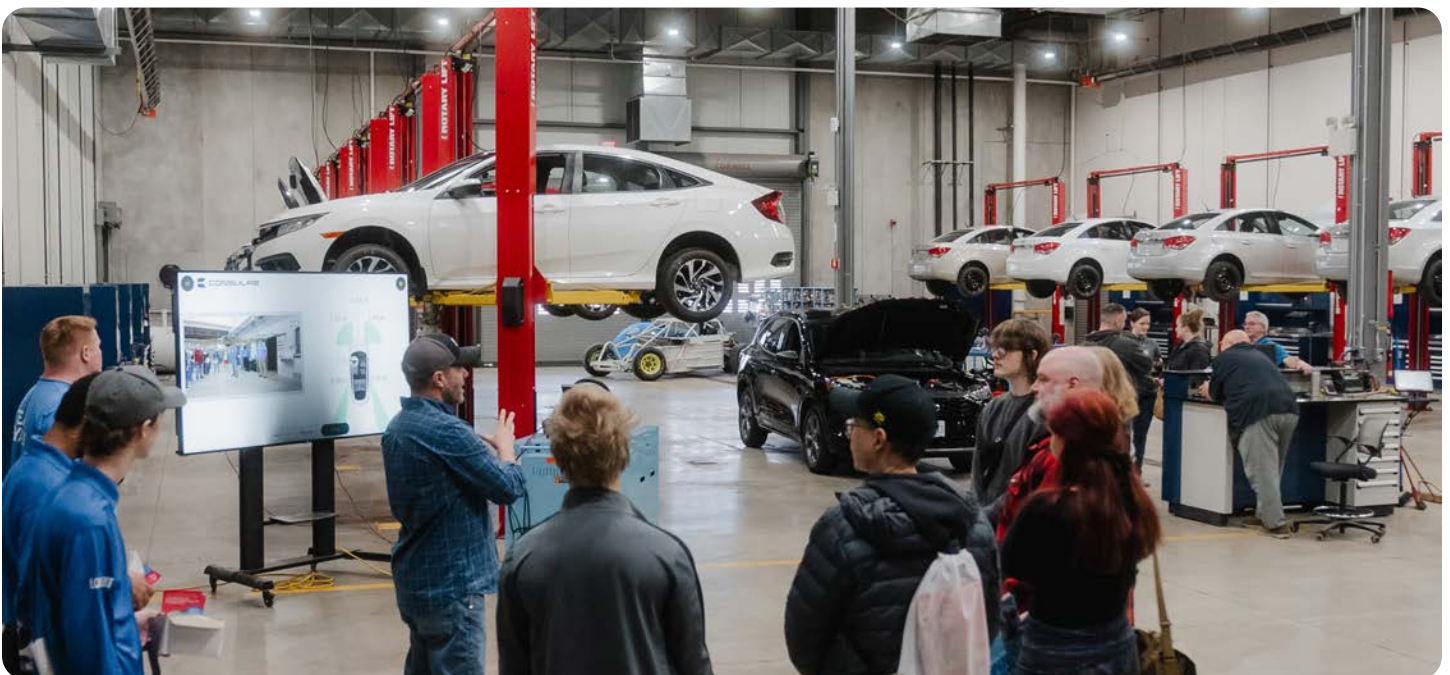
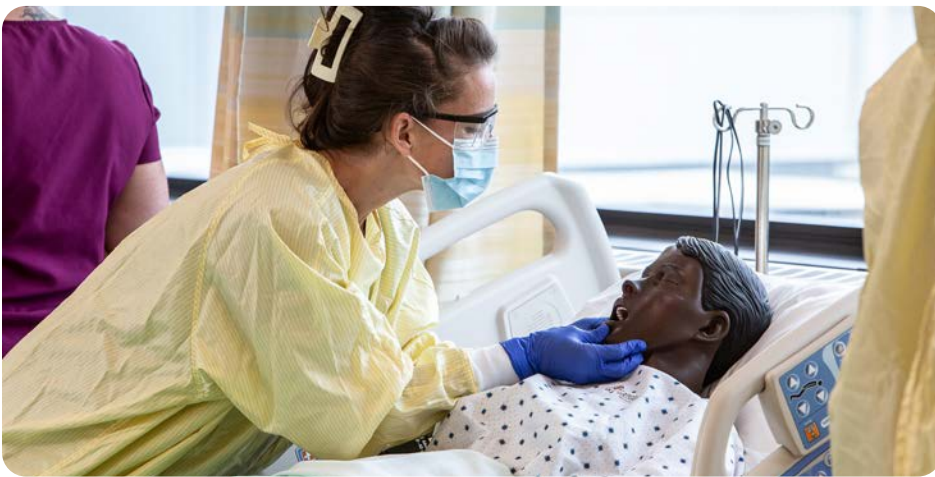
With locations in Belleville, Tyendinaga, Bancroft and Port Hope, the rural landscape of Loyalist's service area has forged a uniquely interconnected relationship between the college and the communities it serves. Home to more than 300,000 residents across Hastings, Northumberland, Lennox and Addington, and Prince Edward counties, the region is vast and decentralized, defined by a network of small towns, hamlets and rural communities. With no university or major urban centre as a local

nexus of opportunity, regional access to post-secondary education, career development and economic mobility is limited. In this context, residents look to Loyalist as a driver of growth, opportunity and progress.

At Loyalist, we know this region is home to immense potential. Across Eastern Ontario, rural communities are strengthening Canada's economic growth, self-sufficiency and stability. As global supply chains remain volatile, our country's rural regions are increasingly recognized for their capacity to supply essential goods, talent and services close to home. Surrounded by natural beauty and offering affordability, strong community ties and a slower pace of life distinct from urban living, the region is also attracting newcomers, families, remote workers and tourists, who are contributing to evolving demographics, development and long-term economic sustainability.

Building workforce capacity

To help realize the full value of our local strengths, Loyalist is supporting the individuals who will help power the region's momentum, removing barriers to opportunity and creating industry-aligned programming that prepares students to thrive in their careers. A key part of this work is strengthening regional capacity in critical sectors, from addressing service gaps in health care to training the skilled workers who will build and maintain essential infrastructure. Loyalist continues to work closely with local employers to educate the next generation of the health and wellness workforce, as well as the future skilled trades professionals, business leaders and community service providers needed to support our region's growth and well-being.





Expanding access, advancing equity

Loyalist creates pathways to education that reflect the lived realities of our learners, ensuring that our rural geography is never a barrier to high-quality, career-focused education. We support a diverse and driven population – including first-generation students, mature learners seeking to retrain or upskill, Indigenous learners, international students and military-connected families – who view Loyalist as a gateway to economic and social mobility. We work closely with employers, sector partners and local schools to align programming with labour market needs, preparing students with the practical skills, cultural competence and adaptability to prepare them to succeed in today's rapidly changing economy. Our state-of-the-art facilities, expert faculty and hands-on learning opportunities offer a compelling alternative to urban institutions, helping to retain local talent and reduce youth migration out of the region.



Applied research with impact

Along with expanding access to education and strengthening the regional workforce, the college is also continuing to prioritize research and innovation. At Loyalist, applied research provides practical solutions to solve the region's pressing challenges, while creating opportunities for students to be active contributors in their communities' future.

Ranked among Canada's Top 50 Research Colleges, Loyalist connects community and industry partners to innovation, research and development support through its two applied research centres. Loyalist's Centre for Natural Products (CNP) is a nationally designated Technology Access Centre, which works with small and medium-sized enterprises in the food and beverage, natural products, synthetic biology and cosmetics industries to scale up and refine their products and processes. In addition, Loyalist's Centre for Healthy Communities (CFHC) is Loyalist's research centre "without walls," conducting community-embedded research to address urgent local challenges such as food insecurity, housing instability and access to essential services. With advanced equipment and specialized expertise, these centres provide services and support that businesses and community partners cannot access anywhere else in the region, while also creating hands-on opportunities for students to apply their learning through research internships and applied projects.



Guided by strategic vision

Each of the priorities outlined in Loyalist's Strategic Plan 2030 reflects a deliberate, future-focused approach to meeting the current and emerging needs of our region. This plan provides us with a path toward unlocking rural Ontario's possibilities, prioritizing student empowerment, community connection and innovation in teaching, learning and research. It strengthens the college's focus on regional workforce and service needs, while advancing its long-term commitment to equity, sustainability and inclusive access to higher education.





Plan at a glance



Vision: Advancing our communities through transformative learning and collaborative leadership.



Mindsets: Truth and Reconciliation | Equity, Diversity, and Inclusion | Sustainability



Mission: Empowering learners to realize their potential through responsive and accessible education, applied research, and strategic partnerships that drive social advancement.



Values: Caring | Accountable | Inclusive | Creative | Engaging



Strategic Pillar 1

Nurturing talent and potential

- Enhance success and growth opportunities
- Foster an inclusive and caring community
- Invest in personal and professional development
- Celebrate achievement and collaboration



Strategic Pillar 2

Advancing innovative and flexible learning and applied research

- Expand and evolve learning pathways
- Drive impactful applied research and collaboration
- Integrate Indigenous Knowledges
- Harness technology for enhanced learning and applied research



Strategic Pillar 3

Strengthening connections and impact

- Advance Indigenous inclusion and leadership
- Foster collaborative partnerships
- Establish campuses as community hubs
- Empower community-led initiatives
- Ensure institutional sustainability



Vision

Advancing our communities through transformative learning and collaborative leadership.



Mission

Empowering learners to realize their potential through responsive and accessible education, applied research and strategic partnerships that drive social advancement.



Mindsets

Mindsets are the guiding perspectives or attitudes that will shape how we approach challenges, make decisions and create strategies, influencing our actions and culture in all areas of work and life.



Truth and reconciliation

A commitment to acknowledging the truth of historical and ongoing impacts of colonialism on Indigenous Peoples and taking action towards meaningful reconciliation through education, partnership and respect for Indigenous Knowledges and perspectives.



Equity, diversity and inclusion

An intentional approach to ensuring that all individuals, regardless of their background or identity, have equitable access to opportunities, are valued for their diversity, and experience an inclusive and accessible environment that supports their success, well-being and sense of belonging.



Sustainability

An ongoing commitment to environmental, social and economic responsibility, aligned with the United Nations Sustainable Development Goals, ensuring that our actions contribute to the well-being of future generations and strengthen the health of our planet and communities.



Values



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.





Strategic Pillar 1

– Nurturing talent and potential

We prioritize the success and well-being of our students and employees by fostering a supportive and inclusive environment where individuals can thrive. Through meaningful opportunities for growth, collaboration and recognition, we empower everyone at Loyalist College to achieve their full potential.

Nurturing the talent and potential of Loyalist College's students and employees is at the heart of transformative learning that drives long-term impact. To nurture the talent and potential of our students and employees, Loyalist College will:

Enhance success and growth opportunities:

Support student academic and career success by enriching services, strengthening partnerships and expanding experiential learning and mentorship opportunities. Equip learners with key skills and confidence through innovative programming and co-curricular activities.

Foster an inclusive and caring community:

Cultivate an environment where all students, employees and community partners feel supported, included and encouraged to thrive.

Invest in personal and professional development:

Encourage lifelong learning and career growth through leadership development, personalized pathways and resources that empower students and employees to achieve their full potential and contribute meaningfully to their communities.

Celebrate achievement and collaboration:

Recognize and celebrate the contributions of students and employees, fostering collaboration across disciplines and cultivating a shared sense of purpose rooted in Loyalist College's values.





Strategic Pillar 2

– Advancing innovative and
flexible learning and applied research

We embrace innovation to deliver transformative learning experiences and cutting-edge applied research. By offering flexible pathways and fostering curiosity, we prepare students for future challenges while driving advancements that address regional and global needs.

As industries evolve and new challenges emerge, post-secondary education must remain dynamic, adaptable and forward-thinking. To advance innovative and flexible learning and applied research, Loyalist College will:

Expand and evolve learning pathways: Develop flexible and inclusive learning options to meet the needs of learners at all life stages.

Drive impactful applied research and collaboration: Enhance interdisciplinary applied research capabilities and partnerships to address critical social, economic and environmental challenges and foster innovation.

Integrate Indigenous Knowledges: Integrate Indigenous Knowledges into academic and applied research initiatives.

Harness technology for enhanced learning and applied research: Leverage emerging technologies and digital tools to create immersive learning environments, expand access to education and drive impactful applied research solutions.





Strategic Pillar 3

– Strengthening connections and impact

We build collaborative relationships with our community to create lasting, positive change. As a cornerstone of the region, Loyalist College champions collective action, inclusive spaces and sustainability to amplify our shared purpose and contributions.

Strong relationships and community collaboration are essential to Loyalist College's ability to drive meaningful change and support regional prosperity. To strengthen connections and impact, Loyalist College will:

Advance Indigenous inclusion and leadership:

Collaborate with Indigenous communities and partners to deliver culturally relevant programming, foster inclusive and welcoming spaces and celebrate Indigenous Knowledges and traditions.

Foster collaborative partnerships: Strengthen partnerships with organizations, industries and governments to address shared challenges, co-create solutions and drive progress in the regions we serve.



Establish campuses as community hubs:

Position Loyalist College's campuses as dynamic community hubs that foster connection and empower individuals by creating inclusive and accessible spaces.

Empower community-led initiatives: Engage students, employees and community partners to lead impactful initiatives that amplify diverse voices, promote understanding, and create lasting positive changes locally and globally.

Ensure institutional sustainability: Optimize resource allocation and enhance operational systems to support long-term organizational resilience.



Choose small.

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