



FUTURE READY LEARNING FOR LIFE

**MOHAWK COLLEGE
STRATEGIC PLAN
2016–2021**

 **MOHAWK**



"Our new Strategic Plan will make our great college an even better place to learn and work. It is ambitious and imaginative, and it belongs to all of us."

RON MCKERLIE

Dear Colleagues,

As we launch Mohawk's Strategic Plan for 2016-2021, I am confident that we have set a course to thrive.

This Plan provides the strategic foundation for all the operations of the College. It is an accountability framework for management and a guide for developing new initiatives, for budgets and other key approvals.

We have been developing the new Strategic Plan since last February—almost a full year of consultation, consideration, review and revision to get it right. Together, we've created a Plan that I believe will meet the needs of students, employers and the communities we proudly serve, both now and in the future. The new Plan builds on Mohawk's strengths and successes in many areas including applied research, social inclusion, Indigenous education and sustainability, and it will also help us to expand our reach in new directions like simulation-based learning and entrepreneurship.

The Plan reflects input from across the Mohawk community and our partners. In addition to significant engagement by the College Leadership Team and Mohawk Executive Group, the Board of Governors worked on the plan-in-process at focused retreats in May and October. Based on their feedback, we added a focus on strong foundations to articulate the college priorities that will support the Plan's success, including stable funding and risk management, but also encouraging excellence in our staff and faculty and pride in our reputation.

The Mohawk Students' Association and President's Advisory Committee also each met twice during the year to provide feedback. And we've had

two college-wide consultations: my call for 'Big Ideas' to help set some bold goals, and a web-based consultation on an initial set of themes that produced over 200 thoughtful, practical suggestions to move Mohawk from good to great.

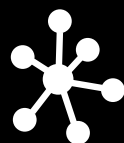
The Plan focuses on four themes that define and drive everything we do and believe in at Mohawk—Student Success, Graduate Success, Collaboration and Partnerships and Community Leadership. It sets Mohawk apart with competitive differentiators like our new Job Ready Guarantee and lifelong learning support for our graduates. Its goals are grounded in work that is already underway, which you'll discover in the examples on the following pages. I think of these activities as springboards to 2021's outcomes.

I recently walked by the Learning Exchange, and felt my spirits lift when I saw our beautiful Living Wall. I realized that a Living Wall is a great metaphor for our new Strategic Plan as a living, growing entity. Firmly rooted, it is a dynamic structure that supports health and wellness, improves the environment, and supports sustainability. Plants can be added or changed, but the whole remains far greater than the sum of its parts, even as it is strengthened by them.

Like a Living Wall, our new Strategic Plan will make our great college an even better place to learn and work. It is ambitious and imaginative, and it belongs to all of us.

I am counting on your continued input to keep it flourishing.

Ron McKerlie
President



Vision

Future Ready. Learning for Life.

Mission

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

Values

We are student focused.

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

We are committed to excellence.

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

We engage our community.

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

We are inclusive.

We ensure a welcoming and supportive environment for all.

We are accountable.

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

Strategic Themes & Priorities



Student Success

5



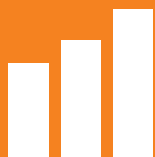
Graduate Success

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Collaboration & Partnerships

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Community Leadership

35



Strong Foundations

45



Student Success

Student success is Mohawk's mission and passion.

To improve student outcomes and support the college's recruiting and growth strategies, we will provide more pathways to a broader range of credentials. We will involve our community through distinctive Continuing Education programs that are entry points for non-traditional students and returning graduates. In addition to our stellar academic programs, we will vigorously foster financial literacy and student engagement, both key drivers of student success.

How we'll do it

1. Provide more entry points and pathways to a credential
2. Address financial barriers
3. Grow our reach and impact
4. Student engagement to support success





Student Success

Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Provide more entry points and pathways to a credential

Address financial barriers
Grow our reach and impact
Student engagement to support success

Provide more entry points and pathways to a credential

2016

Our commitments

- Ensure that all students who can and want to obtain credentials have pathways to achieve their goals
- Create multiple educational opportunities to complete programs

*Mohawk's Academic Plan—
a 'blueprint' for 21st century
postsecondary learning*

With a focus on the future, Mohawk is changing how its programs are structured and delivered to create multiple pathways to more credentials. The emphasis is on flexible 'anytime,



2021

Did you know?

Mohawk assists students every year to move from college to university through more than 200 articulation agreements with universities across Canada and around the world.

Outcomes

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

anywhere' learning, in person or online, with program and pacing options to give students more choice and control over how, when and where they learn. Wide-ranging academic options include

'stackable' programs, cross-disciplinary learning and programs offered in accelerated or compressed formats, all supported by up-to-date technology that boosts connection and collaboration.



Student Success

Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Provide more entry points and pathways to a credential

Address financial barriers

Grow our reach and impact
Student engagement to support success

Address financial barriers

2016

Our commitments

- Provide increased financial support for all students who need it
- Attain highest possible levels of financial literacy among students



Learning money management skills for life

Recognizing that students need support to understand their financial

situations and manage their funds, the college launched the Mo' Money Resource Centre in 2014. Financial Assistance worked with Family Services of Hamilton and McMaster University to



2021

Outcomes

- Fewer students leave because of financial barriers and constraints
- Better access to bursary and scholarship information with revamped online tools
- More employment and co-op opportunities for students
- Financial literacy courses completed by majority of graduating students

compile money management resources for students, providing them with tools to graduate with less debt and learn lifelong money management skills. Students can learn how to read a credit

card statement, develop a budget and build a credit rating. Mo' Money also offers students 'how-to' events, programs, budget assistance and one-to-one credit counselling.



Student Success

- Graduate Success
- Collaboration & Partnerships
- Community Leadership
- Strong Foundations

Provide more entry points and pathways to a credential

Address financial barriers

Grow our reach and impact

Student engagement to support success

City School
by
Mohawk

Grow our reach and impact



2016

Our commitments

- Expand access and financial support for target communities
- Engage the public in lifelong learning through Continuing Education



City School
by
Mohawk

City School by Mohawk aims to increase access to postsecondary education

Located in the Eva Rothwell Resource Centre in North Hamilton, Mohawk's first City School offers college courses, training, workshops, services and mentoring programs, all decided in consultation with the community. It supports local students,



2021

Outcomes

- Measurable impact of successful recruitment in target communities by enrolment and completion rates
- Measurable success and growth of *City School by Mohawk* at six locations
- Renewed and revitalized Continuing Education delivery model
- Improved Continuing Education contribution margin to the college

many of whom are considered 'at-risk' youth, with a place to gain academic skills and computer basics and help to develop pathways to post-secondary education with customized services like career counselling and financial advice.

City School demonstrates how leadership and collaboration can overcome barriers to post-secondary education. Five more City Schools are planned to open by 2018.



Student Success

Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Provide more entry points and pathways to a credential
Address financial barriers
Grow our reach and impact

Student engagement to support success

Student engagement to support success

2016

Our commitments

- Build a platform for meaningful participation in the learning environment inside and outside the classroom

Co-Curricular Record reflects student engagement

Mohawk encourages students to get involved in co-curricular activities

choosing from a broad range of social, athletic and volunteer options that match their interests. Co-curricular activities help students gain experiences relevant to their careers, build their 'soft skills'



2021

Outcomes

- Demonstrable engagement of all students by activity entries on their co-curricular records
- A framework that recognizes all engagement activities that support learning outcomes

and make meaningful connections with faculty, staff and fellow students. The Co-Curricular Record gives students the opportunity to have these activities validated and presented in a certificate

format that can be included in ePortfolios and as support for resumes and applications.



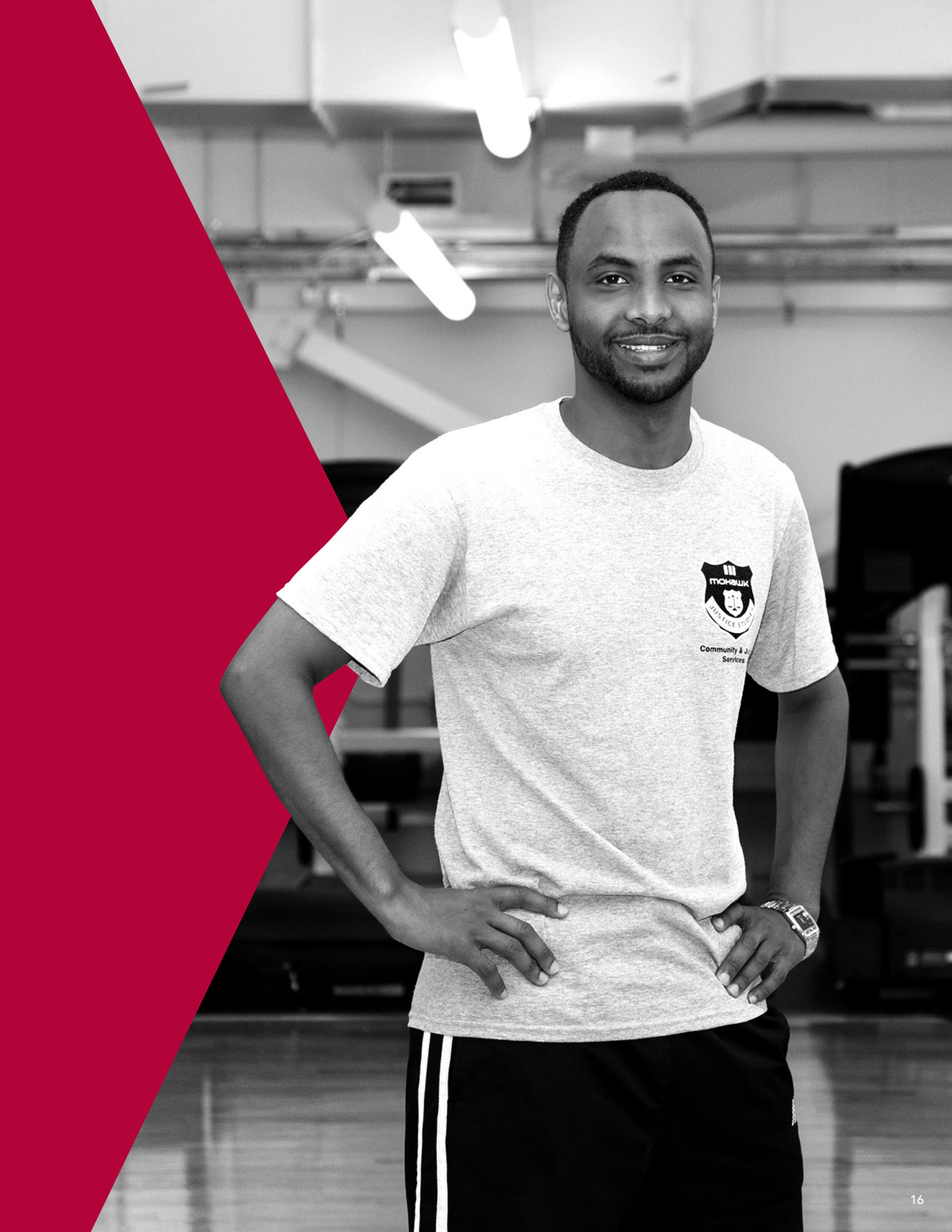
Graduate Success

Learning for life is a central tenet of Mohawk's Vision.

We will make a commitment to support lifelong learning for our graduates a market differentiator. We will demonstrate our commitment with a 'Job Ready Guarantee' course and toolkit, plus discounted Continuing Education courses for professional development every five years, and one semester of retraining where required. We will equip our grads with entrepreneurial and global competencies and bolster their job readiness with comprehensive simulation-based experiential learning.

How we'll do it

1. Ensure graduates are Job Ready. Guaranteed.
2. Provide career support for life
3. Foster entrepreneurship, innovation and global competencies
4. Become a leader in simulation-based learning
5. Rank highest for "most satisfied employers"



MOHBLIK
JUSTICE STUDY
Community & Justice
Services



Student Success

Graduate Success

Collaboration & Partnerships

Community Leadership

Strong Foundations

Ensure graduates are Job Ready. Guaranteed.

Provide career support for life

Foster entrepreneurship, innovation and global competencies

Become a leader in simulation-based learning

Rank highest for "most satisfied employers"

Ensure graduates are Job Ready. Guaranteed.

2016

Our commitments

- Develop a unique educational offering to ensure Mohawk graduates have relevant, inter-professional experience
- Provide guarantees of job offers for the most successful students

Mohawk's Technology Toolbox enhances job readiness with new learning options

Mohawk's comprehensive technology-driven open learning platform encompasses content management, assessment, learning, collaboration and social networking. It opens up the huge



2021

Outcomes

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

potential of mobile learning opportunities and leverages simulation technology to deliver relevant education to a broader student population.



Student Success

Graduate Success

Collaboration & Partnerships

Community Leadership

Strong Foundations

Ensure graduates are Job Ready. Guaranteed.

Provide career support for life

Foster entrepreneurship, innovation and global competencies

Become a leader in simulation-based learning

Rank highest for "most satisfied employers"

Provide career support for life

2016

Our commitments

- Develop and launch programs that give graduates access to discounted professional development opportunities and support for retraining

Did you know?

Continuing Education offers more than 140 programs and 3,200 course offerings to over 20,000 registrants every year.



2021

Outcomes

- A discounted Continuing Education course for professional development for all grads every five years
- One discounted 13-week course for retraining if needed



Student Success

Graduate Success

Collaboration & Partnerships

Community Leadership

Strong Foundations



Ensure graduates are Job Ready. Guaranteed.

Provide career support for life

Foster entrepreneurship, innovation and global competencies

Become a leader in simulation-based learning

Rank highest for "most satisfied employers"

Foster entrepreneurship, innovation and global competencies



Our commitments

- Produce entrepreneurial graduates from programs across the college



SURGE boosts entrepreneurship for Mohawk students

SURGE supports and encourages

Mohawk students to start their own sustainable businesses by providing education and training, mentorship and numerous networking opportunities at workshops, webinars and events. It also



2021

Outcomes

- More businesses and social innovation initiatives launched by Mohawk students and graduates
- More international students staying in the community to open businesses and develop global linkages
- Recognition as a centre of excellence for entrepreneurship, driving enterprise and innovation
- Pathways to international experiences and exchanges for students and faculty
- Global competencies fully embedded in the curriculum

convenes extracurricular activities with an entrepreneurial spirit, such as 'Pitch' and 'Business Model' Competitions, 'Brainstorming' Sessions and 'Start-Up Weekends'. Outreach activities

include entrepreneurship courses and 'Biz Bootcamps', and links to business environments both on and off campus SURGE is managed by Mohawk's McKeil School of Business.



Student Success

Graduate Success

Collaboration & Partnerships

Community Leadership

Strong Foundations

Ensure graduates are Job Ready. Guaranteed.

Provide career support for life

Foster entrepreneurship, innovation & global competencies

Become a leader in simulation-based learning

Rank highest for "most satisfied employers"

Become a leader in simulation-based learning

2016

Our commitments

- Provide advanced technology-driven experiences to support job readiness
- Ensure all college departments understand what simulation-based learning is and how to use it

Inter-professional simulated hospital lab is an innovative training space, unique in Ontario

Mohawk's response to the chronic lack of quality clinical placements is to create the 'Mohawk Simulated Hospital'

to replicate a clinical environment that will provide students with myriad opportunities to develop skills in a lab setting. Students will spend more of their time performing and practicing skills in the simulated hospital lab, with access to clinical situations that they



2021

Outcomes

- Measurable increase of simulation-based learning experiences
- A recognized Centre of Excellence in simulation-based learning

might not encounter during a traditional clinical experience.

Simulation-based learning will enable greater collaboration across multiple programs, so that students can learn together in the team-based approach required for all today's healthcare graduates.

Over 2,000 students each semester will benefit from their practical experience in the 25,000 square feet of inter-professional clinical space in the Mohawk Simulated Hospital.



Student Success

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Collaboration & Partnerships

Community Leadership

Strong Foundations

Ensure graduates are Job Ready. Guaranteed.

Provide career support for life

Foster entrepreneurship, innovation & global competencies

Become a leader in simulation-based learning

Rank highest for "most satisfied employers"



Rank highest for "most satisfied employers"

2016

Our commitments

- Deliver programs that meet future job market expectations



2021

Did you know?

*88% of employers said they were satisfied or very satisfied with the Mohawk graduates they hired.**

Outcomes

- #1 in employer satisfaction among the Greater Toronto and Hamilton Area colleges

*2014-2015 Student Key Performance Indicator (KPI) Student, Graduate and Employer Satisfaction Surveys. Read more at mohawkcollege.ca/kpi



Collaboration & Partnerships

Partnership and collaboration are watchwords at Mohawk, underscoring our conviction that we will always do better working with others.

With the support and input of our partners in industry, and in the public and not-for profit sectors, we will reach the top 10 in applied research in Canadian colleges and be recognized as leaders in social research. A new partnership management system will help us deepen our relationships with partners and multiply our physical and virtual collaborative spaces.

How we'll do it

1. Leaders in applied research
2. Generate innovative solutions for industry and community challenges
3. Reframe the definition of 'campus' to support growth and collaboration



MOHAWK COLLEGE
STUDENT OTA/PTA





Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Leaders in applied research

Generate innovative solutions for industry and community challenges

Reframe the definition of 'campus' to support growth and collaboration

Leaders in applied research



2016

Our commitments

- Lead in industry partnerships, research engagements and applied learning opportunities

iDeaWORKS = leadership in applied research and innovation

iDeaWORKS is a research and innovation centre, where Mohawk students, staff and faculty members collaborate with industry partners to research, design,

develop, test, and commercialize new products and technologies. iDeaWORKS projects specialize in three areas: e-health and m-health, energy technologies, and advanced materials.

iDeaWORKS supports entrepreneurial collaboration and gives students



2021

Outcomes

- In Canadian colleges' top 10 for applied research by dollar value
- Measurable growth in applied learning opportunities
- Increased financial investment by public and private sector partners
- Measurable economic impact of centres of excellence on the community

hands-on problem-solving in three main areas: Ontario's only Additive Manufacturing Resource Centre (AMRC) which specializes in 3D printing for prototyping and testing new product designs and materials; mHealth & eHealth Development and Innovation Centre

(MEDIC) which provides support for teaming, tooling, testing and training in digital health; and Mohawk Energy Research Centre (MERC) which leads applied research on smart grids, power quality, distributed generation and more.



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Leaders in applied research

Generate innovative solutions for industry and community challenges

Reframe the definition of 'campus' to support growth and collaboration

Generate innovative solutions for industry and community challenges

2016

Our commitments

- Become identified as a 'go-to' solution provider
- Develop a partnership management and marketing system

Additive Manufacturing Resource Centre (AMRC) and industry partnership generates skills and solutions

At Mohawk's AMRC, Ontario's only Additive Manufacturing Resource Centre that can produce metal parts, the next generation of parts designers, technicians and technologists are turning digital files



2021

Outcomes

- Industry and community partnerships doubled to increase field education opportunities
- New and finished partnerships and exchanges tallied and reported
- Applied learning opportunities generated from partnerships tallied and reported
- More Mohawk leaders represented on city, provincial and national initiatives and Boards of Directors
- Measurable increases in social research

into plastic and metal prototypes and parts for companies that range from start-ups to multinationals.

As a cost and time-saving innovation, the

AMRC's plastic 3D printers allow industry partners to create preliminary designs before commissioning metal parts.



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Leaders in applied research
Generate innovative solutions for industry and community challenges
Reframe the definition of 'campus' to support growth and collaboration

Reframe the definition of 'campus' to support growth and collaboration

2016

Our commitments

- Redefine the concept of 'campus' by expanding physical and virtual collaborative spaces



The Agency turns classroom knowledge into 'real world' experience

Teams of advertising, marketing, public relations and graphic design students create campaigns for real clients selected through a call for proposal process, with faculty input and supervision. When



2021

Outcomes

- Higher Key Performance Indicator (KPI) scores in student experience and employer satisfaction
- Measurable increase in applied learning hours in non-traditional environments and community placements

required, journalism, broadcast media and software development students also pitch in. The result? Clients get professional quality work and students benefit from invaluable 'real world'

experience, with the bonus of making a difference in their community. The Agency operates through the McKeil School of Business.



Community Leadership

Mohawk has a strong track record as a community leader.

We will demonstrate continued and evolving leadership in four priority areas vital to the development of our college and our community. We will enhance our established leadership in Indigenous education, advance diversity and social inclusion, and expand our international student base and the global expertise of all students. We will also lead in sustainability, with significant reductions in carbon emissions and paper consumption.

How we'll do it

1. Lead in Indigenous education in Ontario
2. Lead in social inclusion
3. Lead in internationalization and global experiences
4. Lead in environmental sustainability





Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Lead in Indigenous education in Ontario

Lead in social inclusion
Lead in internationalization and global experiences
Lead in environmental sustainability

Lead in Indigenous education in Ontario

2016

Our commitments

- Broaden understanding about the Indigenous community and experience
- Be the placement school of choice for the college's Indigenous partners

Did you know?

Mohawk is building an outdoor gathering space and traditional Indigenous classroom called 'Hoop Dance' to promote First Nations, Metis and Inuit culture and cross-cultural learning for the entire campus and broader community.

Bundled Arrows is an unprecedented partnership to accelerate Indigenous education in Ontario

Led by Mohawk, the Bundled Arrows Initiative is a regional collaboration

between Aboriginal communities and the post-secondary education system. It is the first Indigenous education initiative of this scale, and is grounded in collaborative research, traditional Indigenous knowledge, development and implementation planning. Working



2021

Outcomes

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

from a foundation of Indigenous Knowledge that many arrows bundled together are stronger than a single arrow, the Bundled Arrows Initiative is a partnership to build on promising practices and create many pathways from secondary to postsecondary

education. The partnership recognizes the individual strengths of each arrow, but acknowledges that bundled, they have greater transformative power to increase post-secondary access and attainment for Aboriginal learners.



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Lead in Indigenous education in Ontario
Lead in social inclusion
Lead in internationalization and global experiences
Lead in environmental sustainability

Lead in social inclusion

2016

Our commitments

- Develop a more diverse college
- Make the Social Inc. model a 'best practice' standard

**SOCIAL
INC.**

Social Inc. creates a sense of belonging and connection to the college

Social Inc. is an on-campus drop-in positive space, provided by the Mohawk Students' Association. It promotes social inclusion and diversity through a range of student-driven events and activities and



2021

Outcomes

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

was established in 2012 to encourage full participation by all students. Social Inc. is already getting attention as an exemplary model, winning an international award for its "Erase Hate and Draw Love" campaign.



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Lead in Indigenous education in Ontario
Lead in social inclusion
Lead in internationalization and global experiences
Lead in environmental sustainability

Lead in internationalization and global experiences

2016

Our commitments

- Provide a gateway to global experiences
- Enroll more international students

International information hub welcomes newcomers

Mohawk's Language & Culture Centre

promotes exchanges between students and staff, especially newcomers and international students, with programs, services, workshops and other events.



2021

Outcomes

- International teaching and learning experiences offered for students and faculty
- More diversified international student base by country-of-origin
- Double the enrolment of international students

Programs include English language instruction and testing, student and staff opportunities in other countries and diversity workshops and celebrations.

Mohawk has 1,500 international students from 70 countries.



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Lead in Indigenous education in Ontario
Lead in social inclusion
Lead in internationalization and global experiences
Lead in environmental sustainability

Lead in environmental sustainability

2016

Our commitments

- Reduce or eliminate observable, wasteful energy consumption
- Be a recognized thought leader in sustainability, with the Smart Commute for Transportation & Parking Demand Management and campus modal split
- Provide education on leading-edge environmental technology

Updated Environmental Management Plan sustains Mohawk's leadership in sustainability

Mohawk committed to becoming a leader in sustainability in 2011 with

a comprehensive Environmental Management Plan (EMP). The first of its kind for an Ontario college, EMP set an ambitious goal of a 20% reduction of 2007 baseline carbon emissions by 2020. Mohawk has exceeded that original



2021

Did you know?

The Sustainable Resource Lab at the Stoney Creek Campus is equipped with a full range of sustainable systems like filtration, AC/DC usage and various heating and cooling systems. With a focus on research and teaching, the lab exemplifies the use of leading edge technology for education.

Outcomes

- 30% reduction in carbon emissions (CO₂e) over 2007 baseline
- 20% reduction in paper consumption, over 2012 audit
- Measurable increase in awards and invitations to present at conferences
- 1st year learning outcomes related to sustainability linked to co-curricular record
- Graduates with environmental sustainability competencies

target, reaching a 24% reduction in carbon emissions eight years ahead of schedule. Building on that success, the college has adopted a revised plan, EMP 2.0. with a new target of a 30% reduction in 2007 baseline carbon emissions by 2020.

The goal of the updated Plan is to continue to reduce Mohawk's environmental impact, while developing tomorrow's sustainability leaders.



Strong Foundations

Mohawk has made a significant institutional commitment to the Strategic Plan's success by ensuring a sustained focus on the fundamentals of stable funding, risk management and planning.

We will continue to build on our positive reputation with pride and diligence. We will encourage excellence in our faculty and staff with increased professional development and recognition. We will anticipate future needs and take advantage of emerging opportunities.

How we'll do it

1. Build reputation and pride
2. Foster excellence in staff and faculty
3. Maintain financial stability to ensure long-term viability
4. Plan for the future



the learning exchange



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Build reputation and pride

Foster excellence in staff and faculty
Maintain financial stability to ensure long-term viability
Plan for the future

Build reputation and pride



2016

Our commitments

- Promote pride in the Mohawk brand
- Achieve an acknowledged leadership position – educational and community
- Develop a risk management framework to protect Mohawk's reputation



2021

Outcomes

- A robust partnership with Alumni Relations and the Mohawk College Foundation to support the college brand
- Progress and impact measurement through mainstream and social media monitoring
- Risk management and compliance policies and practices



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Build reputation and pride
Foster excellence in staff and faculty
Maintain financial stability to ensure long-term viability
Plan for the future

Foster excellence in staff and faculty

2016

Our commitments

- Encourage and support learning-driven leadership for all college staff and faculty
- Value and promote best practices and support professional development across the college



2021

Outcomes

- More faculty engagement in applied research
- Recognition for staff and faculty as 'thought leaders', externally and internally
- High calibre candidates for all job postings
- Recognized as an employer of choice
- High levels of employee engagement and satisfaction
- More Professional Development opportunities and applications



Student Success
Graduate Success
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Build reputation and pride
Foster excellence in staff and faculty
Maintain financial stability to ensure long-term viability
Plan for the future

Maintain financial stability to ensure long-term viability

2016

Our commitments

- Enhance revenue sources, expand markets, improve efficiencies and optimize asset use



2021

Outcomes

- Measurable growth in revenue, cost efficiencies and our assets



Student Success
Graduate Success
Collaboration & Partnerships
Community Leadership
Strong Foundations

Build reputation and pride
Foster excellence in staff and faculty
Maintain financial stability to ensure long-term viability
Plan for the future

Plan for the future

2016

Our commitments

- Sustain continuous improvements with openness to new models and approaches, and strong stewardship

3 capital projects reinforce institutional commitment

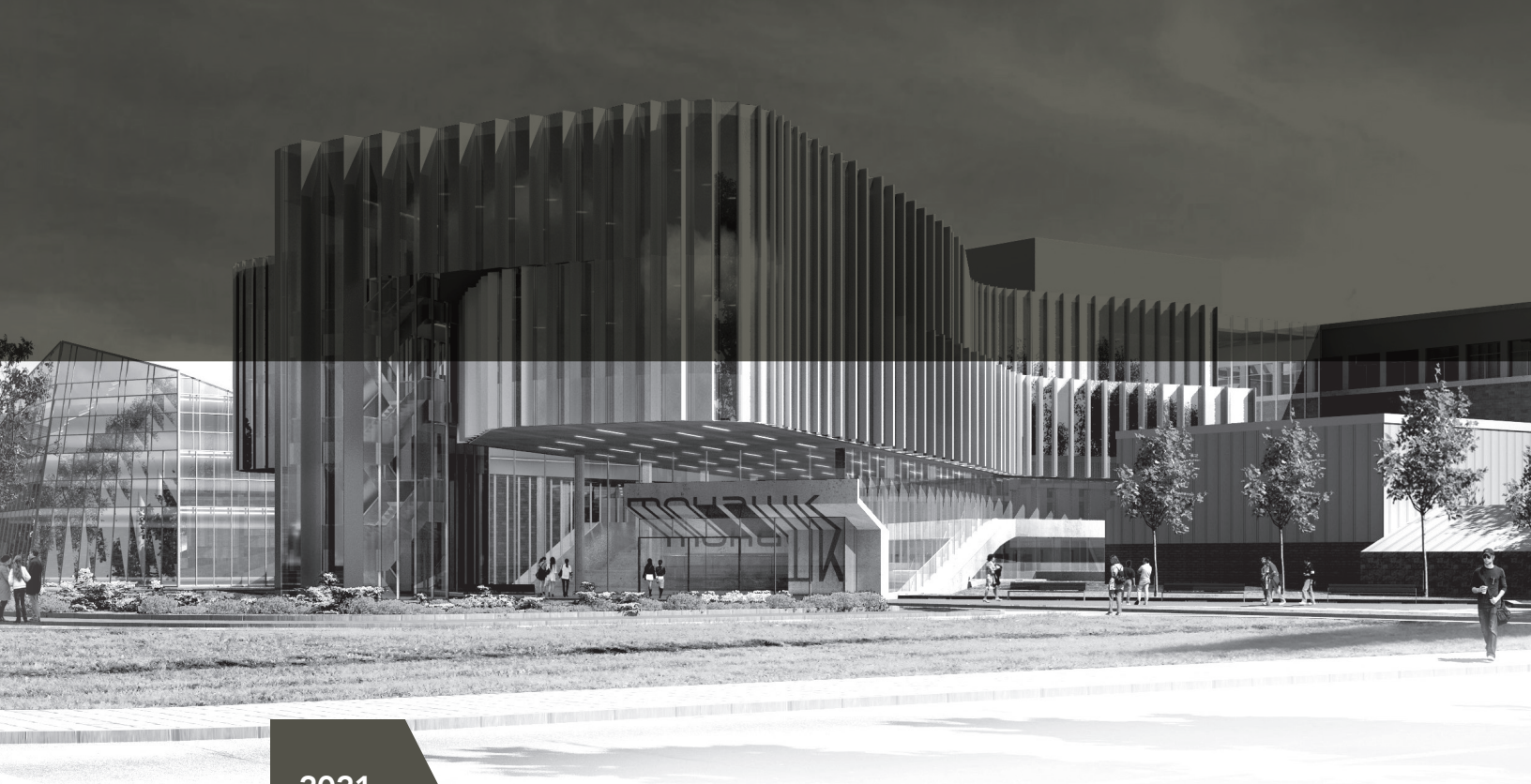
The Centrum on the Stoney Creek campus will be a facility where multiple trades programs can collaborate and physically work together, focused on installing, servicing and maintaining sustainable resource materials.

Institute for Applied Health Sciences Expansion: Mohawk Simulated Hospital will mirror diverse clinical environments for students to demonstrate skills & competency through technology-enhanced simulation or a simulated patient program.

PHASE 1 – reconfigured space to create a fully integrated inter-professional hospital setting

PHASE 2 – 2nd apartment simulation lab for a more home based care setting

PHASE 3 – cardiovascular (CVT) lab consolidation, relocation and updating and integration into the simulated hospital



2021

Outcomes

- A comprehensive framework to assess and evaluate options for Mohawk's current and future needs

Partnership & Innovation Centre will support interdisciplinary learning and experimentation in the Engineering Technology department and industry.

PHASE 1 – lab space renewal to support new certificates and degrees in Power Systems, Advanced Design & Digital Health

PHASE 2 – Partners Pavilion with labs to showcase applied research outcomes to industry clients

PHASE 3 – 2nd wave of Engineering Technology classroom, lab and space renewal

