

OUR BOOK OF COMMITMENTS

Third Edition

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WELCOME

OUR THIRD EDITION OF THE BOOK OF COMMITMENTS

is the most recent product of our collective imagination, motivation and aspiration to push the limitations of what college education can do. Our plan addresses the changing world of work and the divergent issues facing our students and our communities. It recognizes that we need to surpass the Truth and Reconciliation Calls to Action, ensuring Indigenous peoples inform our curriculum and our approaches to teaching, learning and leadership.

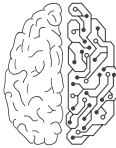
Each of our seven freshly cast Commitments forms a pillar to reinforce Centennial as a progressive and inclusive learning institution centred on the student. Implicit in this is the understanding that we are all students, and that we serve all students. This book outlines commitments that have grown more audacious, reflecting the confidence we have acquired through our work of transforming lives and communities – local and global – through learning. It's a bold read and one worth sharing.

OUR **COMMITMENTS**



1

**Revolutionize Teaching
and Learning**



2

**Provide Students an
Unparalleled Educational
Experience**



3

Indigenize our College



4

**Enable Technology to
Empower People**



5

Shape the Activist College



6

**Build Powerful Pathways
to Employment**

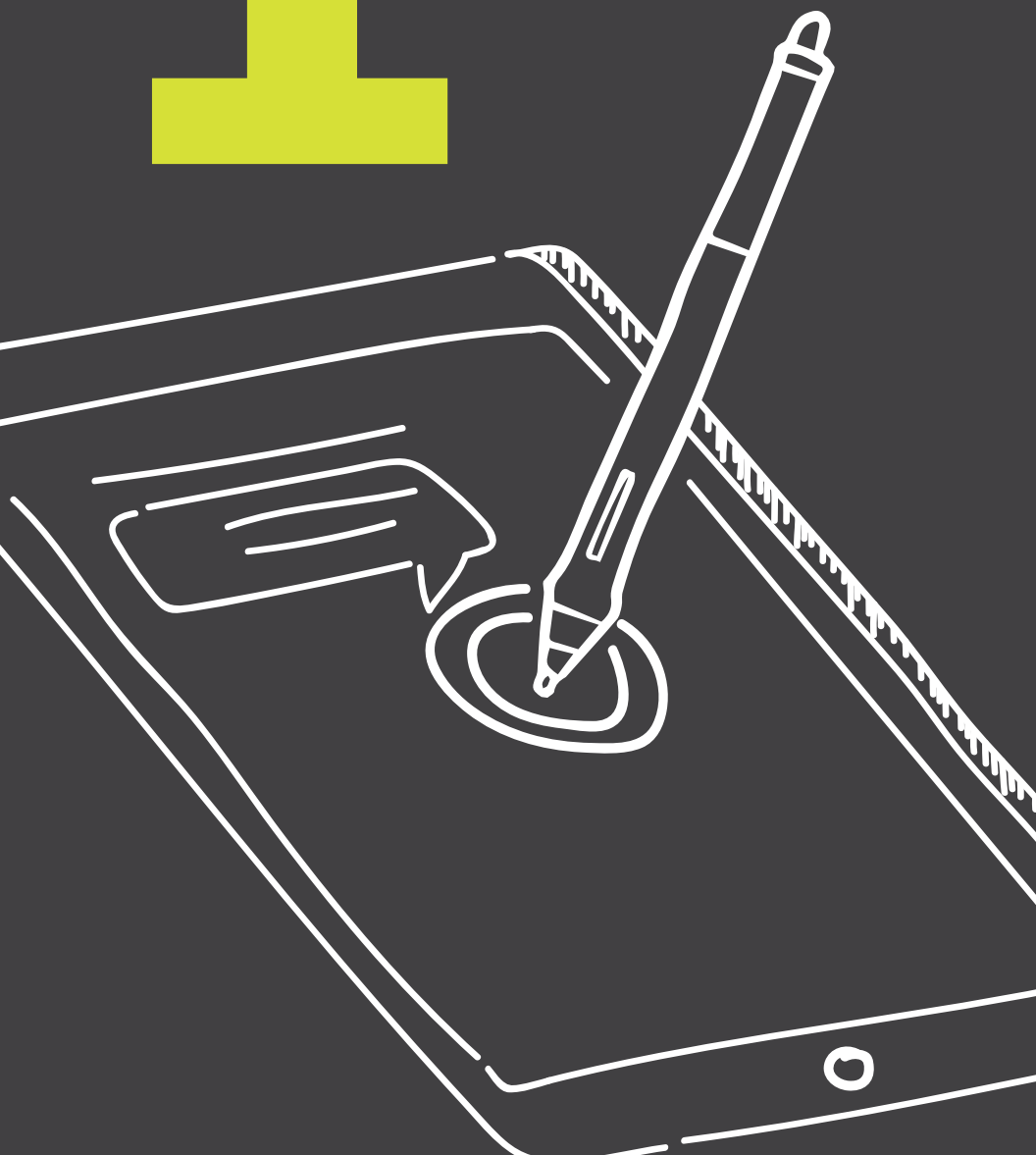


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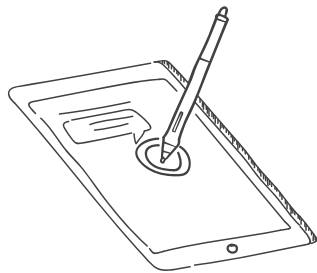
**Reflect, Challenge, Adapt,
Learn and Lead**

COMMITMENT

1



Revolutionize Teaching and Learning



Centennial is committed to the vision of transforming lives and communities through learning. We achieve this by providing students with a transformative learning experience of the highest calibre, inclusive of our part-time studies and international programs and partnerships, as well as students' co-curricular and leadership learning experiences. We recognize that learning happens both within and beyond face-to-face and online classrooms, and is most effective when facilitated through the principles and application of current, cutting-edge adult learning models.

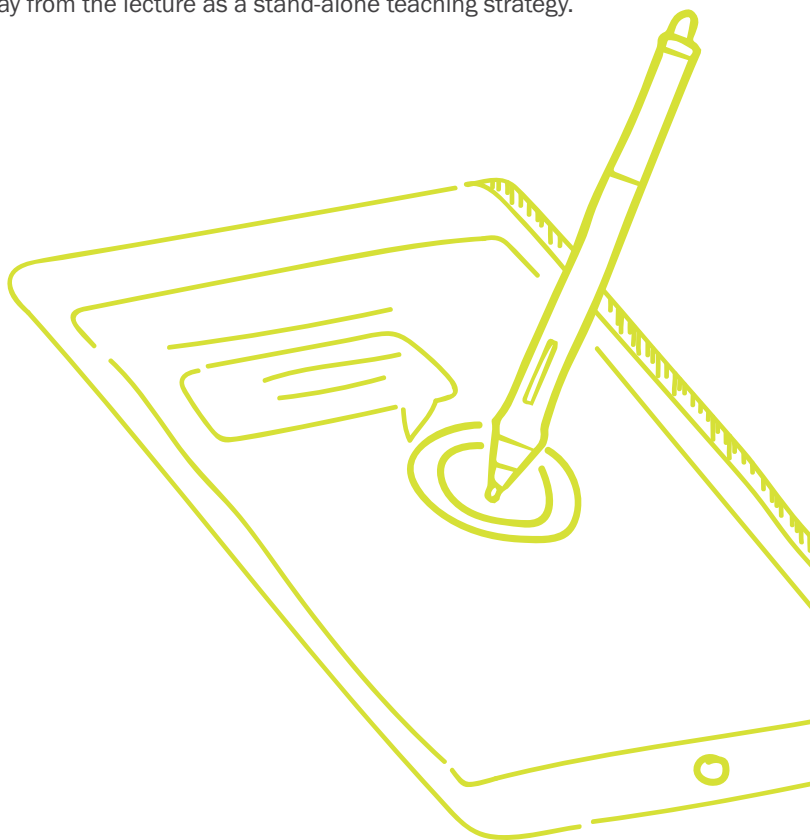
We recognize the value and importance of Indigenous worldviews, knowledge and perspectives in our approaches to teaching and learning, our curriculum, and across our College as we collectively engage in decolonizing educational systems and structures.

We will invest in our faculty, educational technology and our infrastructure to claim a leadership position in teaching in applied learning environments.

- As a college community, actualize and integrate Centennial's framework for teaching and learning excellence, clarifying goals, expectations and supports.
- Invest in faculty scholarship to expand research capacity and contribute to the learning goals of the College.
- Drive a technology-enabled learning environment. Create the conditions for faculty to innovate and students to succeed.
- Create a comprehensive mobile learning environment to leverage technology-enabled teaching and learning approaches, preparing students to become skilled and confident users of technology in their chosen fields. Ensure that all students have access to the technology that they need throughout their learning journey.

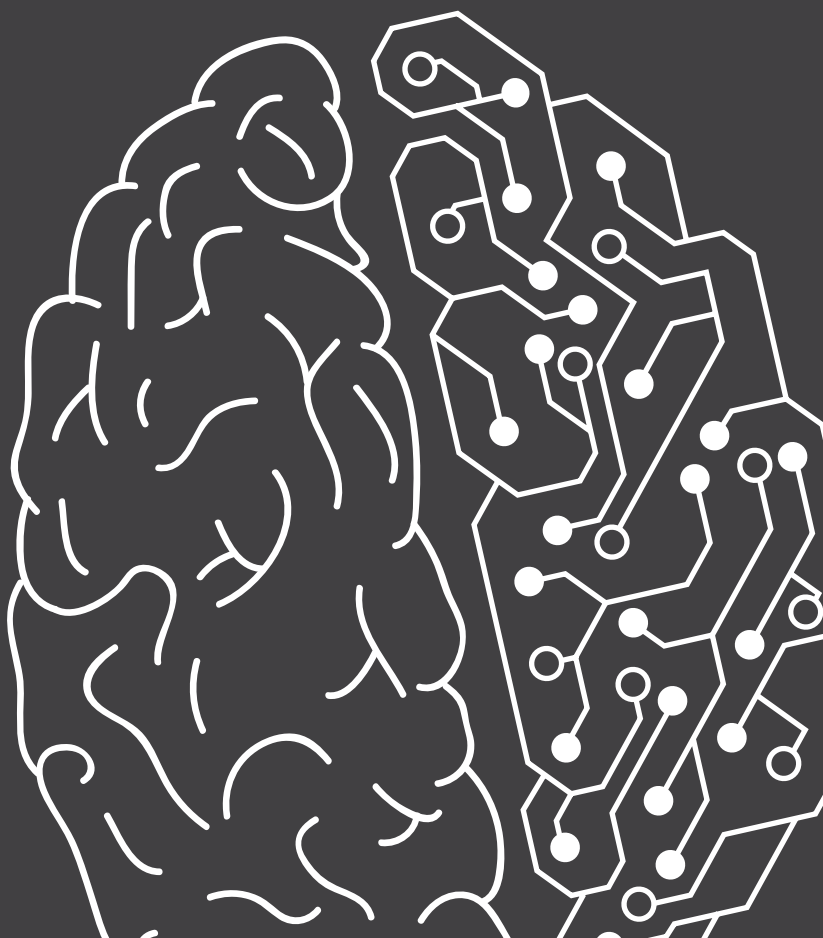
- Integrate applied research more fulsomely into the curricula, across disciplines, expanding research literacy and providing more students access to this learning. Accelerate applied research, increasing student engagement by 30%.
- Make experiential learning a hallmark of the Centennial experience through systemic training, structured work experience and institutional partnerships. (Sattler, 2011). Expand work-integrated learning, capstone projects and cooperative education programs ensuring every learner prepares for career success.
- Further enhance the new essential and emerging employability skills:
 - applied ethics;
 - collaboration and teamwork;
 - cultural competencies, globalization perspectives and respect for Aboriginal/Indigenous peoples;
 - digital fluency and learning skills, by offering students exceptional online and hybrid course experiences; capture and share best practices;
 - financial literacy;
 - innovation and entrepreneurship;
 - leadership and followership;
 - personal resiliency: adaptation, navigation and negotiation;
 - reflective practice, empathy, civility and social responsibility.
- Champion Open Access Educational Resources, those in the public domain that can be adapted, edited or distributed free of charge, further removing financial barriers to student success.

- Critically evaluate programs, structures and approaches to equalize the playing field enabling students to thrive, particularly those from marginalized populations who experience structural disenfranchisement in the educational and employment realms. Examples include adopting Universal Design for Learning (using scientific insights to improve learning for all students), targeted bursary and scholarship supports, extended instruction and tailored advising.
- In support of student success, continue to invest in professional development for full- and part-time faculty members as academic leaders and reflective practitioners, including cutting-edge teaching methodologies and quality curriculum in applied learning environments. Strategically and deliberately move away from the lecture as a stand-alone teaching strategy.

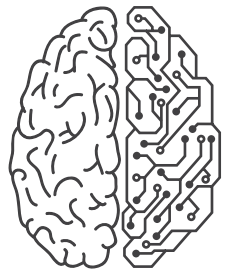


COMMITMENT

2



Provide Students an Unparalleled Educational Experience



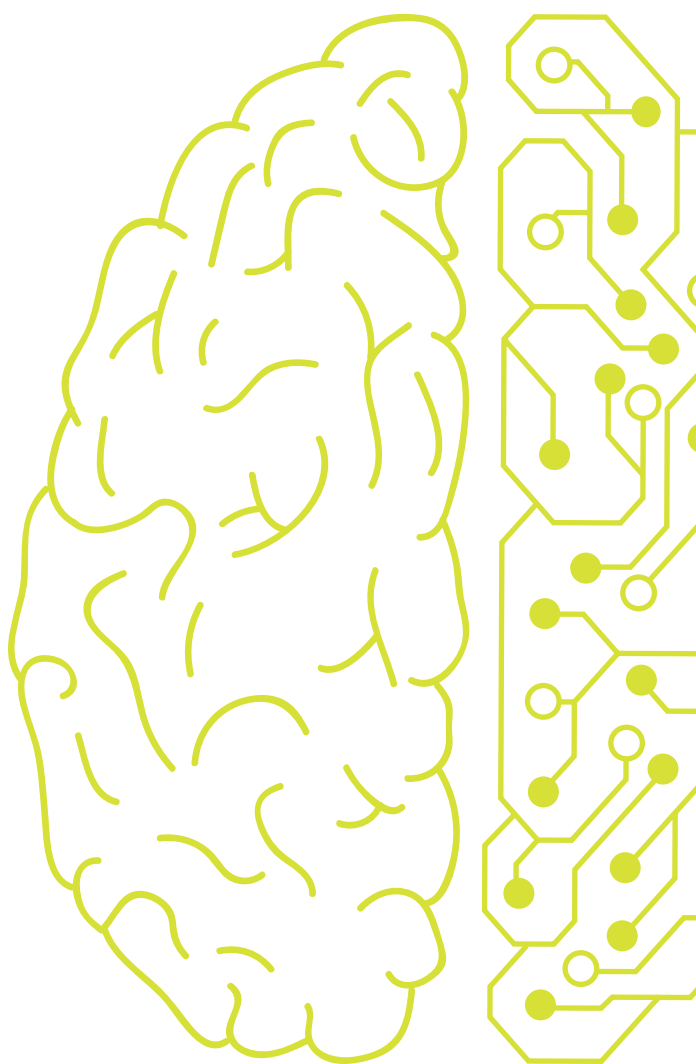
Equip students to be self-navigators and resilient in their educational and career journeys by expressing the competencies they will need, defining elements they will be personally accountable for, and connecting them with a clear and coordinated suite of learning opportunities.

Recognizing and responding to social inequalities, provide an experience that offers students pathways to meaningful work and leading meaningful lives. Prepare students to *learn a living*.

- Establish a Centennial Leadership Academy, and increase student participation by 50%. Offer this program to students at Suzhou Centennial College.
- Expand co-curricular options for students. Increase opportunities for students to see their time at Centennial as a journey to professional and personal success, and promote their engagement with the College community at many points throughout that journey. Design additional learning strategies to encourage students to be more creative and inquisitive.
- Increase inclusivity and equity for students who identify as having a disability and/or LGBTQ2; students whose names prompt discrimination; and students whose presenting gender has been unwelcome from certain employment fields.
- Develop a contemporary take on the portfolio, helping students demonstrate the skills gained through curricular and co-curricular experiences (storytelling).
- Undertake a “Future of Work” project at each academic school, identifying emerging programs, technology and curricula.

COMMITMENT 2

- Create a virtual mall or service centre, providing a mechanism for students to bring their innovations to market or to provide services.
- Provide clearer, more flexible pathways, including more self-directed specializations and fast-track to graduate pathways, allowing students to complete programs more quickly.
- Remain a leader in mental health and wellbeing, by establishing a more robust and accessible suite of evidence-based modalities within the College that have a seamless connection within a circle of care involving community partners.
- Make Centennial College smoke-free by 2019.
- Establish a framework for customer service, ensuring a systematic approach to resolving issues and strengthening the student experience. Create a central database of student issues, providing analysis and trend data, facilitating structural, organizational or procedural changes, and ensuring consistent approaches throughout the College.



COMMITMENT

3



Indigenize our College

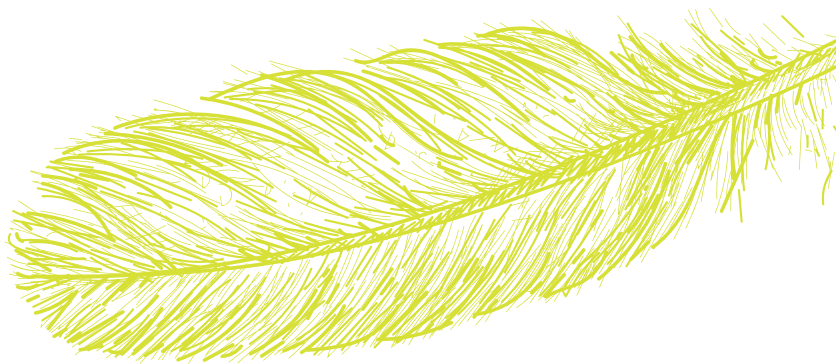


Our approach to Indigenization is rooted in our diversity and equity principles. The College recognizes that historical and persistent inequities and barriers to equitable participation exist and are well documented in society. The College also believes the individual and systemic biases contribute to the marginalization of Indigenous communities. It is within our core values and guiding principles to seek remedies and redress these inequities.

- Integrate Centennial's Indigenous Strategic Framework by implementing its 13 commitments and 44 recommendations, contained in five pillars: Indigenous Nations and Communities, Equitable Access Opportunities, Indigenous Learning and Development for All, Enhance the Indigenization of Spaces, and Student Services and Experiences. Examples include:
 - Develop a mandatory online module for all employees that imparts understanding of diverse Indigenous peoples, and emphasizes reciprocity among Indigenous and non-Indigenous peoples (completion of this module credited to the Employee Leadership Passport).
 - Offer an Indigenous course for employees that includes the history of residential schools, the Indian Act, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, and Indigenous teachings and practices. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.
 - Expand our Global Citizenship and Equity Learning Outcomes Framework to embrace further Indigenization.
 - Implement an Indigenous pedagogical guide for faculty, informed by Indigenous Knowledge Keepers, to enable faculty to integrate Indigenous knowledge and teaching methods.

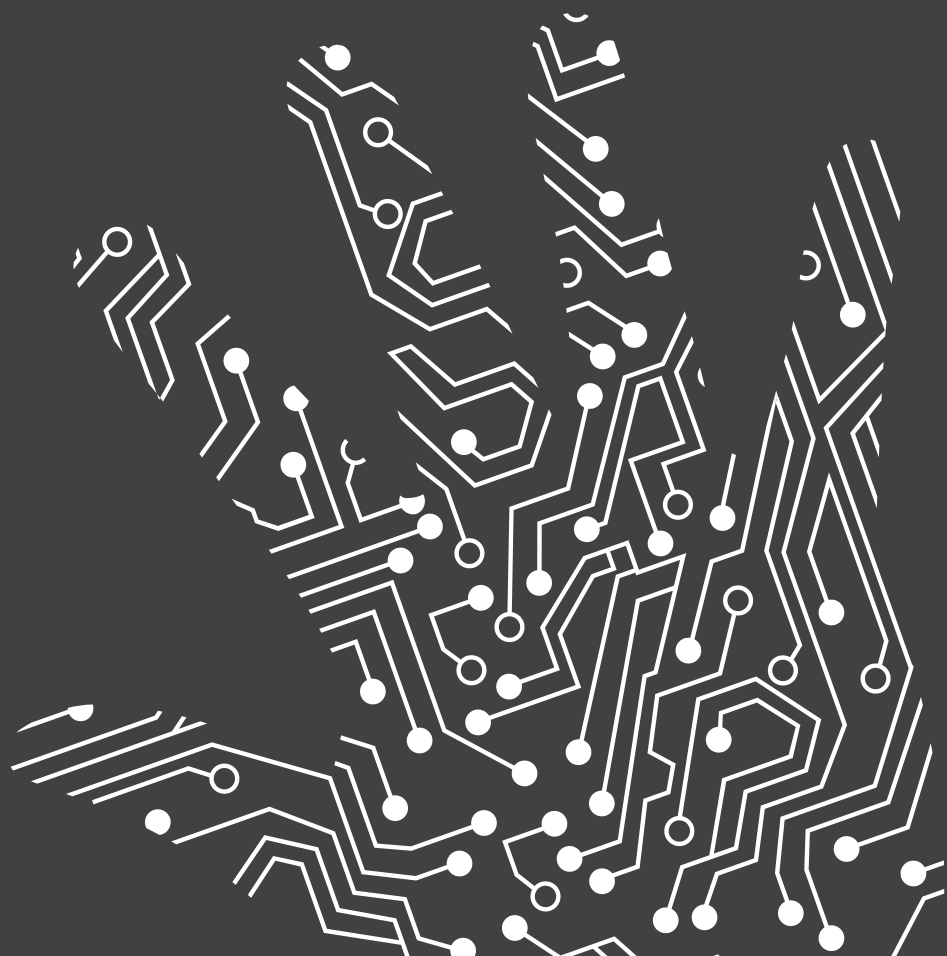
- Develop a toolkit of traditional Indigenous practices to honour the physical, emotional, intellectual and spiritual space at the College (opening words/prayers, feasts, drum dancing, healing circles/sharing circles, storytelling).
- Offer Indigenous learners a robust mental health, wellbeing, advising and spiritual support infrastructure that acknowledges inter-generational trauma, socio-economic marginalization and Indigenous ways of knowing and doing.
- Expand and solidify the web of collaboration with Indigenous service organizations in the community to enhance learner capacity to persist in academic programs.
- Ensure front-line service staff (enrolment services, wellness and security), learner relations, counselling and advising staff and their respective managers become versed in Indigenous culture, history and traditions.
- Fund sustainable research and scholarship to examine Indigenization in higher education.
- Sustain meaningful gatherings with Traditionalists, Elders, citizens of Indigenous nations, and members of Indigenous communities as partners, collaborators and contributors with shared community interests towards Indigenizing the College.
- Continue to engage with members of the Aboriginal Education Council to shape our approach to Indigenization and to hone our responsiveness to the Truth and Reconciliation Calls to Action.
- Increase the number of Indigenous employees with hires throughout the institution, including Indigenous faculty, learner-facing positions and management, and ensure the appropriate onboarding and culturally relevant supports are in place to ease the transition.

- Establish an urban Indigenous focus with pathways to college, working with community leaders.
- Increase enrolment in the Indigenous Studies: First Peoples in Canada stackable credential.
- Develop, with community leaders, Global Citizenship and Equity Learning Experiences (GCELE) or similar programs, with Indigenous content and outcomes annually.
- Include Indigenous perspectives in our development, investment and building plans, valuing green space and access to the outdoors, and assigning dedicated space for outdoor ceremonial purposes.

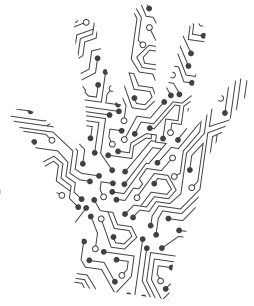


COMMITMENT

4



Enable Technology to Empower People



Technology has changed the world – an unassailable fact. While it may be ubiquitous, it is not equitably distributed nor universally accessible. We will ensure that technology is an enabler of learning, a driver of quality-learning experiences, and accessible, with students having the tools and systems they need to achieve success.

We believe that technology works best when accompanied by human interaction and intervention. We will be a truly wired college, and by ensuring technology is an enabler and not a barrier, linked to, not devoid of, humanity, we aim to be a college that is wired for compassion, social mobility and economic inclusion. We will use the power of technology to drive innovation and the student experience, with the express goals of enabling learning and advancing humanity.

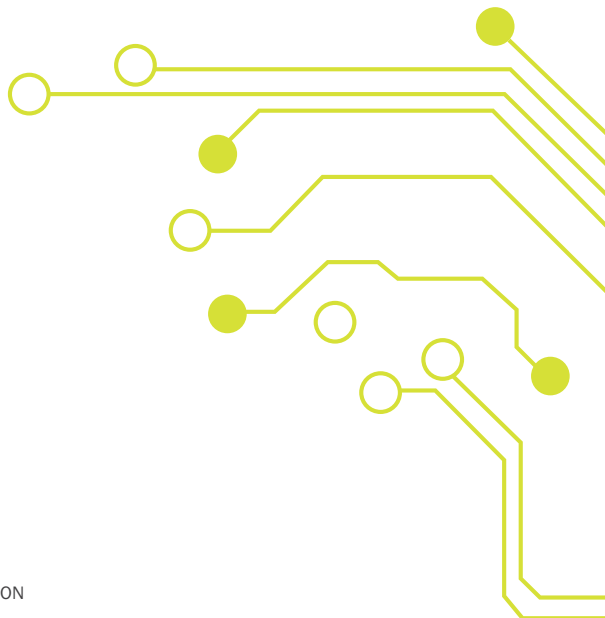
Through a strategic approach to artificial intelligence and data analytics, we will determine their use in multiple aspects of the College, from service delivery to curricular transformations.

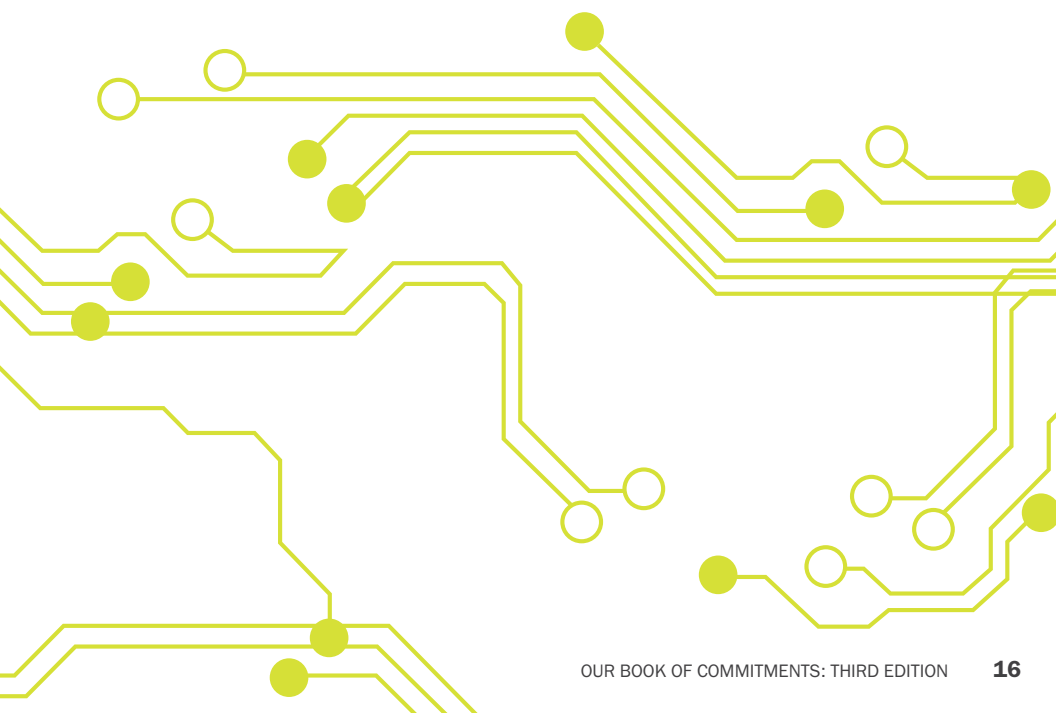
In a world where information is readily available, we will build on a range of essential life and employability skills to ensure students have the skills needed to navigate, critically evaluate and curate knowledge, ensuring they graduate prepared to contribute meaningfully in their careers and to their communities.

- Drive student and employee autonomy and decision-making by utilizing technology that supports self-service (eliminating line-ups by enabling students to resolve more complex issues online, and facilitating employee access to services) driving success and efficiencies.

COMMITMENT 4

- Explore and develop external partnerships with leading technology providers and thought-leaders, to advance our commitment to enabling technology to empower people.
- Establish a baseline level of connectivity for every classroom, enhancing our capacity to bring the world into our learning spaces, and advancing the use of technology in the classroom.
- Develop a strategic approach to using Artificial Intelligence and data analytics, to determine their use in multiple aspects of the College, and ensure they support the appropriate curriculum transformations.
- Declare data fluency as an essential skill and embed it across the curriculum.
- Invest in platforms for idea-sharing, collaboration and innovation.





COMMITMENT

5



Shape the Activist College



Leverage our leadership in global citizenship, internationalization and inclusion to create the next generation of leaders, innovators and change-makers. Continue to meet high sustainability standards, minimizing our impact on the environment.

- Establish Centennial as a *Centre for Community Building*, bringing together applied research, social innovation, community outreach and student opportunities to drive change and build capacity.
- Stand with Indigenous leaders, following their lead on an advocacy agenda that supports Indigenous peoples' wellbeing, including access to services, education and employment.
- Ensure that international projects (Global Citizenship and Equity Learning Experiences (GCELE), Faculty-Led International Programs) have a concurrent activity running in Canada, expanding opportunities for student and employee learning.
- Support students with disabilities participating in international activities.
- Expand service learning locally and globally by 50%; lead and align with ventures and activities that strengthen our communities.
- Inform and influence pathways into the College by reigniting relationships with our high school feeder schools, community organizations, and industries that provide prospective applicants, responding to their educational needs and building sustainable enrolment opportunities.
- Build a truly connected college community, where we move from individualism and competition towards deep investment in uplifting and enabling the success of others. Facilitate this for students by offering meaningful peer education, coaching and mentoring relationships based on interests and/or needs connected to the student experience cycle.

COMMITMENT 5

- Inspire deeper relational and enlightened practices in our community to critically confront and disrupt systemic bias. Use our work to improve social conditions.
- Increase investment in social innovation applied research and community projects to address community challenges.
- Jointly with the University of Toronto Scarborough establish the Environmental and Related Technologies Hub (EaRTH), bringing together industry, academia, government and community organizations to leverage expertise and resources, creating Ontario's first truly "Green Campus."
- To further differentiate Centennial and support enrolment growth, make strategic investments based upon the Centennial Master Space Plan, including the Downsview Aerospace Innovation and Research Hub, Phase 2.
- Conduct a campus accessibility review to determine necessary investments in technology and the physical environment to improve accessibility for members of the Centennial community who have disabilities.
- Continue to democratize opportunity by building an ecosystem to nurture our entrepreneurial students and graduates. Support startups and scale-ups in our local and global community through a rich variety of programs and services.

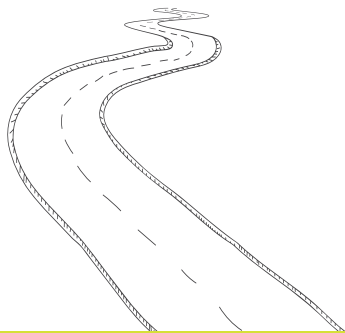


COMMITMENT

6



Build Powerful Pathways to Employment

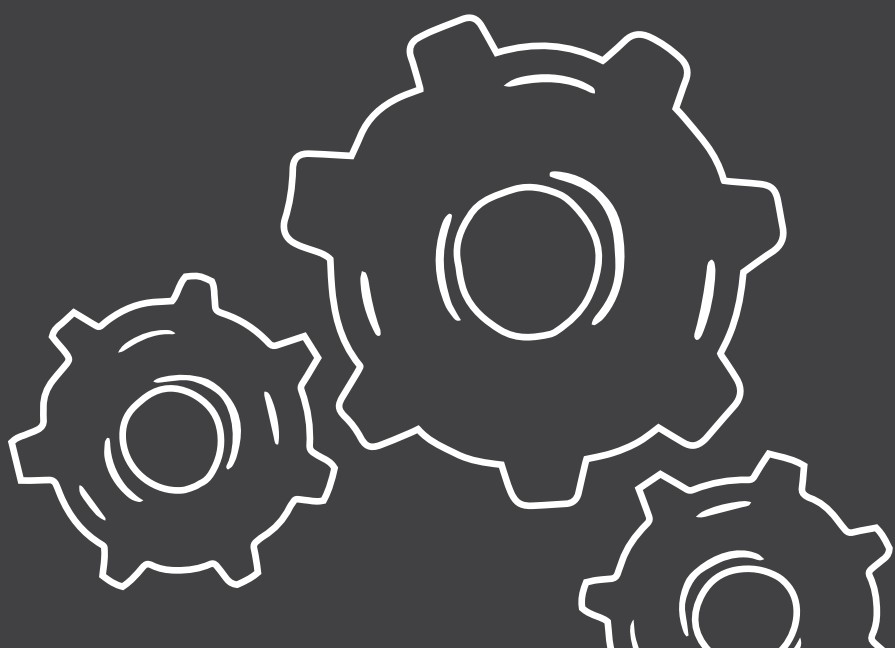


Given the tumultuous transformation brought about by the digital economy, we recognize that we need to do even more to equip our graduates with the skills they require to thrive in a brave new world of disruptive technology and upended business models. The workplace is a rapidly evolving environment that challenges the traditional notions of employment relationships, work continuity and wage security. We intend to develop enriching curricula and experiential learning designed to embolden our students to meet these realities head on, as well as broaden opportunities for applied research, innovation, entrepreneurship and mutually beneficial partnerships.

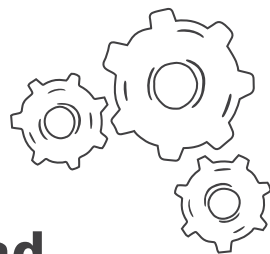
- Provide a job guarantee to students who meet key specific criteria and promise to address any skills gaps identified by prospective employers.
- Launch the lifelong learning pledge, offering students courses and services that increase their likelihood of continued employment and support career development.
- Re-launch the Centennial Signature Industry Experience as Solv. to enhance the scope of external partnerships for the College, more quickly connecting external stakeholders to opportunities and services. Through focusing on quality multi-faceted relationships (as opposed to single connections), enhance opportunities for students and graduates, and meet the evolving needs of industry, government and academic partners.
- Build additional strategic partnerships with aligned sectors to create more opportunities for our students and graduates.
- Expand cooperative education programs and other work-integrated learning opportunities, in conjunction with employers, to address skills shortages.
- Engage employers and thought-leaders on campus, building new networks and opening doors for our students.
- Create and engage industry consortiums to partner in training for emerging needs.
- Develop an international job opportunity portal, and create ways to better track international student employment.
- Expand applied research opportunities by focusing on aerospace, health, artificial intelligence, energy and social innovation projects, increasing industry engagement, driving growth and enhancing graduate employment.

COMMITMENT

7



Reflect, Challenge, Adapt, Learn and Lead

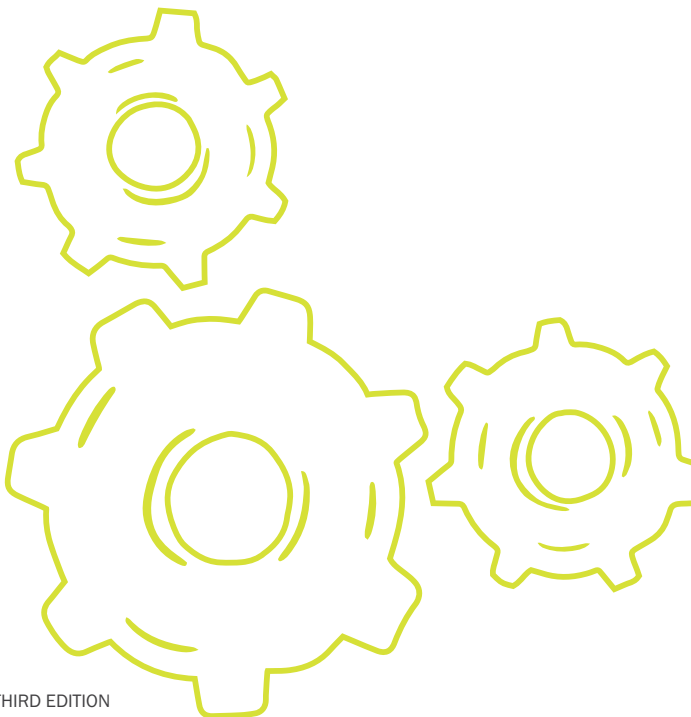


This is our collective, but deeply personal, commitment to making Centennial the best learning experience in the world. We accomplish this by *reflecting* on our learning and leadership, and encouraging this practice in our students and our peers; *challenging* our own assumptions and being open to new ways of learning and doing; *adapting* our approaches and goals to meet the demands of our learners, our community and the labour market; opening ourselves to *new learning* experiences and opportunities; achieving our individual *leadership* potential, and capitalizing on our leadership skills, to ensure we live the values and meet the goals articulated in this, our Book of Commitments.

We will equip employees to be self-navigators and resilient in their careers by engaging them in their own learning journeys, defining elements they will be personally accountable for and connecting them with a tailored suite of learning opportunities.

- Develop personal learning plans, based upon ambitions and institutional need.
- Incorporate strategic, operational insights and the lived experience of staff into the continuous improvement of College programs, processes and systems.
- Develop robust feedback systems and build/manage evaluation approaches that lead to enriched opportunities for innovation and learning. Enhance how we reflect upon, set and communicate institutional and personal objectives, ensuring employees receive feedback that supports their success in achieving them.
- Create a more fulsome and integrated part-time employee strategy, providing additional opportunities for employees to reflect, challenge, adapt, lead and learn.

- Increase investments to support full- and part-time employees to access service learning, scholarship and international opportunities.
- Develop robust employee onboarding programs offering an array of learning approaches and outcomes in the areas of management (examples include human and financial resources, health and safety) and leadership, such as values-based approaches, conflict resolution and employee engagement.
- Invest to support personal and professional growth in our quest for excellence and leading-edge work in global citizenship and equity, Indigenization and inclusion, and innovation and entrepreneurship/intrapreneurship.
- Invest in opportunities for full- and part-time support staff to create and pursue individual or team-based innovative and strategic projects that enhance the work of a department, division or the College as a whole.
- Further our sense of community through investments that support our unique Centennial Spirit, our culture of respect, gratitude and recognition.



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