Strategic Directions

April 1, 2017 - March 31, 2018

GOAL	OBJECTIVE	MEASURE	TARGET
1. Academic			
Improve Ministry Metrics as defined in the SMA.	Continue to explore academic pathways for students (college to college, college to university and university to college).	Increase the current number of student pathways by a minimum of one additional pathway per school.	March 2018
	Increase number of on-line course offerings.	Increase on-line offerings by 3%.	December 2017
Demonstrate Academic Excellence.	Integration of Work Integrated Learning into new and existing academic programs.	Development of a plan for the inclusion and appropriate levels of WIL in all academic programs for implementation in 2018-2019.	February 2018
		Launch and integrate the new St. Clair College Regional Training Centre into the College operations.	June 2017
Build research capacity - Build faculty and student experiences, knowledge, skills and abilities as it relates to research.	Promote interdisciplinary research projects that involve community based partners and peer institution experts.	Plan and conduct research professional development sessions and research, scholarship and innovation days for faculty.	Annually
	Provide assistance to faculty with regards to manuscript writing, statistical analysis, submitting manuscripts and completed thesis/dissertations for publication.	Engage in regular scholarly dialogue sessions and research with faculty.	Annually
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.	Annually

GOAL	OBJECTIVE	MEASURE	TARGET
2. Students (Success, Grad Rate, Entrepreneurial, International)			
Support student success.	Determine the requirements of the Writing Lab.	Plan established.	January 2018
	Plan for the establishment of a Math Lab.	Plan established.	January 2018
Support student success.	Provide clear expectations (Student Code) and supports for success.	Reduce the number of student issues and increase compliance to the Code of Student Rights and Responsibilities.	Annually
Support student success.	Provide clear expectations (Student Code) and supports for success.	Track the number of students (post-secondary/apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers, aboriginal, etc.).	Annually
Enhance "Student Life".	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase "Campus Life" activities by 3 events per year.	April - Annually
	Development of a business/feasibility plan for a Windsor Sports Park. Feasibility to determine financial needs.	Completion of the business plan.	January 2018
Enhance "Student Life".	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental Win/Loss record. 4. Provincial/National recognition indicator. 5. Increased athletic department revenue.	April - Annually

GOAL	OBJECTIVE	MEASURE	TARGET
Establish strong industry connections.	Develop a comprehensive "Industry Resource Management System".	Creation and implementation of system.	April 2017
		Increase the number of student placements.	April 2017
Establish strong industry connections.	Increase community awareness of St. Clair College offerings and services.	Active engagement of the Industry Action Team (School of Skilled Trades and Engineering).	April 2017
Administrative and student service excellence.	Holistic approach to career services.	Develop, define and implement a collaborative approach between Counselling and Career Services.	April 2017
	Creation of career services web resources.	On-line references for job searching, academic advising and data harvesting.	April 2017
Increase Enrolment.	Increase international enrolment.	Increase international enrolment by 3% - excluding Ace Acumen.	April 2018
	Maintain domestic enrolment numbers.	Maintain post-secondary full time enrolment levels at 7900 with a 3% corridor.	Annually
	Expand residence capacity in Chatham.	Completion of residence expansion in Chatham.	March 2018
Increase engagement and awareness of the Genesis Centre.	Promotion and support for entrepreneurship.	College administration to develop an operational plan for the Genesis Centre 2018-2019 that will provide student support for entrepreneurship that is financially viable.	December 2017
3. Communities (Leadership, Communication & Partnership)			
Increase community engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by staff and students.	Encourage, foster and document annual contributions in our community by staff and students.	Annually - Publish annual contributions.

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Increase community engagement.	Development of a 50th Anniversary celebration campaign that engages students, staff and the Windsor-Essex, Chatham-Kent communities.	Develop and launch of the celebration during the 2017 calendar year.	April 2017 - December 2017

4. Human Resources (Efficiency & Effectiveness)

GOAL	OBJECTIVE	MEASURE	TARGET
Development of our Human Resources with a focus on academic quality and student success.	To maximize resources/success planning and promote consistency.	Training sessions inclusive of all constituent groups so that College processes are shared and communicated.	April 2017
	Staff development.	1. Continuation of staff orientation (part time/full time academic and non-academic). 2. 1% of Full-time payroll allocated for staff development.	Annually
	Succession planning.	Implementation of the College's Talent Management Strategy.	March 31, 2018
Maximize/Align Human Resources.	Identify opportunities to continuously improve our operations by creating efficient and effective processes to drive increased value to our students. This will align with the College's Talent Management Strategy (TMS) and business continuity (BC) initiatives with both accreditation and risk mitigation.	Creation of an annual evaluation tool and/or methodology to ensure efficiency and effectiveness.	December 2017

GOAL	OBJECTIVE	MEASURE	TARGET
5. Facilities (Efficiency & Effectiveness)			
Development of a Deferred Maintenance Plan.	Monitor Deferred Maintenance Plan in conjunction to SIF requirements.	Systemize quarterly reviews for all expenditures/deferred maintenance items.	March 2018
	Completion of Strategic Investment Fund (SIF) projects.	Projects on time and on budget.	March 2018
Campus Beautification.	Continuation of campus beautification initiatives.	1. Budget allocated for 2017-2018. 2. Vision for Chatham enhancements completed.	March 2018
6. Financial (Health & Viability)			
Financial Sustainability.	Balanced budgets.	Achieving balanced budgets annually.	Annually
	Maintaining financial sustainability in accordance with the MAESD financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.	Annually
Financial Accountability.	Zero based budgeting.	Plan and monitor a Hybrid model for Zero Based Budgeting for 2017-2018 (Part Time staffing and IT).	April 2017
Financial Accountability.	Creation of a robust budget system that includes "what if" scenario's.	Complete an assessment of needs and develop an action plan.	April 2018

GOAL	OBJECTIVE	MEASURE	TARGET
	Interim relevant and transparent reporting on financial position to the Board of Governors: - Budget - Mid-year Review - Financial Statements - Other (to be determined by Audit Committee)	Complete interim reporting based on pre-determined deadlines.	Annually
Financial efficiency for academic programs/services.	Operational effectiveness for academic programs.	Development of action plans for all programs not meeting College contribution margin (Programs to aim for 40% overhead contribution and CPAC measurable).	December 2018

Legend:

API - Athletic Performance Indicators
AVP - Associate Vice President
CAE - Centre for Academic Excellence
CDOG - College Degree Operating Group
CHO - Campus Hearing Officer
CPAC - College Program Advisory Committee
GPA - Grade Point Average
HR - Human Resources
IT - Information Technology
KPI - Key Performance Indicators
MAESD - Ministry of Advanced Education and Skills Development
PAC - Program Advisory Committee
PD - Professional Development
PEQAB - Post-Secondary Education Quality Assessment Board
RO - Registrars Office
SCC - St. Clair College
SMA - Strategic Mandate Agreement
SOG - Senior Operations Group
SOTL - Scholarship of Teaching and Learning
VLO - Vocational Learning Outcomes
WIL - Work Integrated Learning