

# Strategic Directions

April 1, 2016 - March 31, 2019

GOAL	OBJECTIVE	MEASURE
<b>1. Academic</b>		
Meet requirements for Accreditation/Quality Audit.		Implementation of processes and/or policies to address gaps.
	Address identified gaps from 2015 Feedback Audit.	Documentation of administrative and student services processes.
		Modified agreements with third party partners and clear defined roles.
	Measurement of graduate and near-graduate attainment of program Vocational Learning Outcomes through capstone courses.	Database of validated capstone courses.
	Continuous quality enhancement/improvement.	100% Compliancy in: 1. Annual reviews. 2. Cyclical reviews. 3. Staff evaluations. 4. PAC process action plans.
Improve Ministry Metrics as defined in the SMA.	Increase number of on-line course offerings.	Increase on-line offerings by 3%.
	Creation of academic pathways (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.

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GOAL	OBJECTIVE	MEASURE
Demonstrate Academic Excellence.	Create the Centre for Academic Excellence (CAE) as a virtual entity and ensure access to all faculty at all SCC sites.	Interactive Website created and operating. Provision of just-in-time training, interactive PD and workshops.
	Develop partnership opportunities in "Teaching and Learning" to provide joint development activities and learn best practices.	Partnerships in place and joint learning activities taking place.
	Development of the "Scholarship of Teaching and Learning" and related research functions.	The development of a business plan (processes and resources) to support SOTL and innovative teaching and learning projects.
	Integration of Work Integrated Learning into new and existing academic programs.	All new and existing academic programs contain appropriate levels and types of WIL.
	Creation of superior hiring standards and practices for all academic positions.	The development of program areas of excellence and core groups of highly credentialed and qualified faculty.
	Demonstrate excellence in teaching and learning.	Development of directions in the academic sector involving development of teaching and learning strategies, the incorporation of technology, best practices, and scholarly research.

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GOAL	OBJECTIVE	MEASURE
Increase awareness of program offerings/competencies.	Provide accessible information (web-based) for students, parents, industry and the community to better understand program offerings and competencies.	Construct a web-based information base that provides program information in a common format for all post-secondary academic programs. Included information (but not limited to): VLOs, credential type, program length, program overview/highlights, employment opportunities, delivery type/location, contact person, admission requirements, pre-requisites, co-requisites, mandatory and optional elective components, vocational and non-vocational requirements, practical/work-based components, transfer/ladder opportunities, program structure, entry/exit points, and projected costs, etc.
Expand Advanced Learning Horizons for Students.	Identify the lead for degree development and facilitation.	Lead and liaison identified and facilitating degree development, submission, and meetings with PEQAB and CDOG.
	Increase degree offerings by 2020.	Two degree offerings approved by the Ministry by 2019.
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.
	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.
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.

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GOAL	OBJECTIVE	MEASURE
<b>2. Students (Success, Grad Rate, Entrepreneurial, International)</b>		
Support student success.	Establishment of a Writing Lab.	Increase graduation rate by 2%.
	Establishment of a Math Lab.	Increased student retention by 1%.
	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.
		Increase the number of students (post-secondary/apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers, aboriginal, etc.).
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.
	Creation of student success mechanism.	Creation of a working group to establish program (Who/What/Why).
	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	<ol style="list-style-type: none"> <li>1. Collective Varsity GPA.</li> <li>2. Scholarship Achievement rate.</li> <li>3. Departmental Win/Loss record.</li> <li>4. Provincial/National recognition indicator.</li> <li>5. Increased athletic department revenue.</li> </ol>

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GOAL	OBJECTIVE	MEASURE
Establish strong industry connections.	Develop a comprehensive "Industry Resource Management System".	Creation and implementation of system.
		Increase the number of student placements.
	Increase community awareness of St. Clair College offerings and services.	Establishment of an Industry Action Team (School of Skilled Trades and Engineering).
		Host Annual Industry Breakfast Meetings to conduct "State of the Union" for Skilled Trades and Engineering.
Administrative and student service excellence.	Holistic approach to career services.	Develop, define and implement a collaborative approach between Counselling and Career Services.
	Creation of career services web resources.	On-line references for job searching, academic advising and data harvesting.
	Development of "a College Service Charter".	Communication plan of Charter.
	Development of individual standards for administrative and student services.	Development and communication of standards.
Increase Enrolment.	Increase international enrolment.	Increase international enrolment by 4%.
	Maintain domestic enrolment numbers.	Maintain post-secondary full time enrolment levels at 7900 or higher.
Increase engagement and awareness of the Genesis Centre.	Promotion and support for entrepreneurship.	3% of College students engaged in Genesis Centre.

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<b>3. Communities (Leadership, Communication &amp; Partnership)</b>		
Increase Corporate Training.	Enhance our reputation as a training centre for the workforce of our community.	1. Increase revenue by 3%. 2. Add five new Corporate Training clients.
Enhance our reputation as a strong community resource.	Create a pathway for business, industry and community to use as a resource.	Creation of a database of what we are doing now, with whom and build upon it.
Communication.	A better informed and inclusive workplace.	Creation of a monthly newsletter from the President/SOG to enhance awareness.
Increase community engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Encourage, foster and document annual contributions in our community by staff and students.
<b>4. Human Resources (Efficiency &amp; Effectiveness)</b>		
Identify, document and evaluate College business practices.	1. To standardize and optimize departmental operating procedures. 2. To minimize operational risk.	Develop corporate records of documented business practices.
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.
	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.
	Succession planning.	Development of annual College staffing plans.
	Recognize and reward staff performance.	New staff recognition programs, better morale and staff "KPIs".

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GOAL	OBJECTIVE	MEASURE
Maximize/Align Human Resources.	Identify opportunities for workflow or IT efficiencies (in conjunction with Strategic Direction #5).	Creation of an annual evaluation tool and/or methodology to ensure efficiency and effectiveness.
Creation of robust risk management systems.	Minimize organizational risk.	Creation of a "Master Decision Template".
<b>5. Facilities (Efficiency &amp; Effectiveness)</b>		
Development of a Deferred Maintenance Plan.	Develop a practical strategy to handle deferred maintenance.	Reduce items on the "Deferred Maintenance Report".
	Construct a plan to focus resources and reduce exposure financially, environmentally, etc.	Systemize quarterly reviews for all expenditures/deferred maintenance.
Campus Beautification.	Establish a cross-program Campus Beautification Team.	Creation of an annual priority list of projects/recommendations to enhance the College for students and the community.
		Development of standards to be applied institutionally (i.e. signage, display boards, etc).
<b>6. Financial (Health &amp; Viability)</b>		
Financial Sustainability.	Balanced budgets.	Achieving balanced budgets annually.
	Maintaining financial sustainability in accordance with the MTCU financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.
Financial Accountability.	Zero based budgeting.	Training and implementation for zero based budgeting is complete.
	Tools for budget holders to build budgets & include "what if" scenario's.	Implementation of enhanced budgeting tools.
	Interim relevant and transparent reporting on financial position to the Board: - Budget - Mid-year Review - Financial Statements - Other (to be determined by Audit Committee)	Complete interim reporting based on pre-determined deadlines.

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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 35% overhead contribution and CPAC measurable).
Up-to-date academic equipment and learning facilities.	Align fundraising efforts with Strategic Directions.	Creation of a depository of potential partners, requirements, etc.

**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  
 MTCU - Ministry of Training, Colleges and Universities  
 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