VISION
Excellence in all we do.

MISSION
Transforming lives and strengthening communities through high quality and accessible educational experiences that support career-readiness, innovation and life-long learning.

VALUES
Accessibility  Integrity
Accountability  Quality
Collaboration  Respect
Diversity  Sustainability
Inclusivity  Transparency

1 ACADEMIC EXCELLENCE

GOAL
Increase online course offerings. Concentration will be on high demand courses.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>All new and existing academic programs contain appropriate levels and types of Experiential Learning.</td>
</tr>
<tr>
<td>• Formalize and document the types of Experiential Learning within all academic programs.</td>
</tr>
<tr>
<td>Review of program sustainability and rationalization metrics.</td>
</tr>
<tr>
<td>• Review the current program sustainability model and establish new criteria to ensure alignment with the new SMA3 guidelines.</td>
</tr>
<tr>
<td>• Implementation of a new Program Costing Model.</td>
</tr>
<tr>
<td>Review of Quality Audit requirements, gap identification and draft Self Study.</td>
</tr>
<tr>
<td>• Creation of draft Self Study for Quality Audit.</td>
</tr>
<tr>
<td>• Gaps identified and resolved.</td>
</tr>
<tr>
<td>• All College policies to be reviewed and revised as required and the creation of an enhanced process to ensure annual review.</td>
</tr>
</tbody>
</table>
## 1 ACADEMIC EXCELLENCE

### GOAL

**Research & Development**

- Promote interdisciplinary research aligned with area of program strengths/degree offerings.
- Document and increase the number of students participating in research.
- Increase awareness of St. Clair College research.

**Student Pathways**

- Continue to create academic pathways (college to college, college to university, university to college).
  - Continue to increase the current number of student pathways year over year.
  - Promote student pathways for heightened awareness.

### OBJECTIVE

### 2 STUDENTS (Retention, Graduation Rate and Success)

### GOAL

**Support Student Success**

- Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.
  - Continue to increase “Campus Life” activities by three new events per year.

### OBJECTIVE

- Increase student success.
  - Resurrect a Student Retention Committee and analyze retention rates.
  - Monitor, analyze, review and report impact of English testing for international students.
  - Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (ie. online tools, mock interviews).

- Maintain and report on Athletic Performance Indicators (API’s) that align with academic/corporate priorities.
  - Collective Varsity GPA.
  - Scholarship achievement rate.
  - Departmental win/loss record.
  - Provincial/national recognition hits.
  - Increase athletic department revenue.
## 2 Students (Retention, Graduation Rate and Success)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and Student Service Excellence</td>
<td>Review and implementation of new Student Satisfaction Survey (KPI Survey).</td>
</tr>
</tbody>
</table>
| Increase Enrolment | International enrolment.  
• Maintain/grow current international enrolment in Windsor and Chatham. |
| | Maintain domestic enrolment.  
• Maintain Post-Secondary full-time enrolment within existing corridor. |
| | Increase student capacity in Windsor.  
• Pursue and create plan for additional space capacity for increased enrolment for Windsor Downtown campuses. |
| Enhance Student Life | Sports Park opened and operating.  
• Formalized Operational Plan and Service Agreement completed for the Sports Park in conjunction with the SRC and SAA. |

## 3 Community Engagement (Leadership, Communication and Partnership)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
</table>
| Increase/Monitor Community Local Impact | Monitor and increase economic impact on local community.  
• Conduct annual research of community spending and impact. |
| | Enhance our reputation as a training centre for the workforce of our community.  
• Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years). |
| Increase Corporate Training | Continuation of new brand “Rise Above the Ordinary” initiatives.  
• Number of actions taken to increase brand awareness. |
| Brand Identification | Continue the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.  
• Creation and engagement of the “Community Saints” in conjunction with SRC, TSI, SAA and Alumni and document impact.  
• Increase community awareness of engagement/support of College staff and students. |
### 4 HUMAN RESOURCES (Staff Development, Efficiency, Effectiveness and Wellness)

**GOAL**

Development of Human Resources

**OBJECTIVE**

- Staff development.
  - Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material.
  - 1% of budget allocation for staff development.

- Staff wellness.
  - Continue to promote staff collaboration and engagement through monthly or quarterly activities.
  - Monitor institutional WSIB lost sick time.

### 5 FACILITIES ENHANCEMENT

**GOAL**

- Campus Enhancement

**OBJECTIVE**

- Increase parking capacity.
  - Creation of a formalized plan to increase number of parking spaces on Windsor Campus.

- Deferred Maintenance

**OBJECTIVE**

- Development of a formalized Deferred Maintenance Plan based on recent Building Condition Assessment.

- Campus Beautification

**OBJECTIVE**

- Continue to beautify the College campuses and maximize brand.
# Financial Health and Sustainability

## Goal

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Sustainability</td>
<td>Balanced budgets.</td>
</tr>
<tr>
<td></td>
<td>College sustainability.</td>
</tr>
<tr>
<td></td>
<td>Maintaining financial sustainability in accordance with MCU financial metrics.</td>
</tr>
<tr>
<td>Financial Efficiency</td>
<td>Review possibility of Centralized Budgeting.</td>
</tr>
<tr>
<td>Financial Transparency</td>
<td>Provide relevant and transparent reporting on financial position to the Board:</td>
</tr>
<tr>
<td></td>
<td>• Budget.</td>
</tr>
<tr>
<td></td>
<td>• Mid-Year Review.</td>
</tr>
<tr>
<td></td>
<td>• Financial Statements.</td>
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</table>

## Legend

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>MCU</td>
<td>Ministry of Colleges and Universities</td>
</tr>
<tr>
<td>PCPP</td>
<td>Public College Private Partner</td>
</tr>
<tr>
<td>SAA</td>
<td>Student Athletic Association</td>
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<tr>
<td>SMA3</td>
<td>Strategic Mandate Agreement 3</td>
</tr>
<tr>
<td>SRC</td>
<td>Student Representative Council</td>
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<tr>
<td>TSI</td>
<td>Thames Students Incorporated</td>
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</table>

Baseline: 2019/20, and subsequently, the previous year.