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
Accountability
Collaboration
Diversity
Inclusivity
Integrity
Quality
Respect
Sustainability
Transparency
<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>Increase online course offerings. Concentration will be on high demand courses.</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>Review of program sustainability and rationalization metrics.</td>
</tr>
<tr>
<td></td>
<td>• Implementation of a new Program Costing Model.</td>
</tr>
<tr>
<td></td>
<td>Review of Quality Audit requirements, gap identification and draft Self Study.</td>
</tr>
<tr>
<td></td>
<td>• Gaps identified and resolved.</td>
</tr>
<tr>
<td></td>
<td>• All College policies to be reviewed and revised as required and the creation of an enhanced process to ensure annual review.</td>
</tr>
<tr>
<td></td>
<td>Promote interdisciplinary research aligned with area of program strengths/degree offerings.</td>
</tr>
<tr>
<td></td>
<td>Document and increase the number of students participating in research.</td>
</tr>
<tr>
<td></td>
<td>Increase awareness of St. Clair College research.</td>
</tr>
</tbody>
</table>

**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.
## 2 Students (Retention, Graduation Rate and Success)

### Goal: Support Student Success

**Objective:**
- Increase student success.
  - Development of a Student Retention and Success Report to support student success.
  - Increase institutional efforts to enhance soft skills for students through various mechanisms and activities (i.e., online tools, mock interviews).
- 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.
- Maintain and report on Athletic Performance Indicators (APIs) that align with academic/corporate priorities.
  - Collective Varsity GPA
  - Scholarship achievement rate.
  - Departmental win/loss record.
  - Provincial/national recognition hits.
  - Increase athletic department revenue.

### Goal: Enhance Student Life

**Objective:**
- Maintain and report on Athletic Performance Indicators (APIs) 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)

### Goal: Increase Enrolment

**Objective:**
- Increase international enrolment.
  - Maintain/grow current international enrolment in Windsor and Chatham.

### Goal: Maintain domestic enrolment.

**Objective:**
- Maintain postsecondary full-time enrolment within existing corridor.
  - Student residence built and student occupancy commenced.
### Strategic Plan 2021-2022

#### 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. |
| Increase Corporate Training | 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). |
| Brand Identification | Continuation of new brand “Rise Above The Ordinary” initiatives.  
- Number of actions taken to increase brand awareness. |
| Increase Community Engagement | Strengthen 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, SSAA 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)

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff development.</td>
<td>Development of Human Resources</td>
</tr>
</tbody>
</table>
| - 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

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
</tr>
</thead>
</table>
| Campus Enhancement | Increase parking capacity.  
|                    |   • Implementation of formalized parking plan.                                                                                           |
| Deferred Maintenance| Development of a formalized Deferred Maintenance Plan based on recent Building Condition Assessment (BCA).  
|                    |   • Development of a formalized and ongoing Deferred Maintenance Plan that incorporates institutional priorities and replacements. |
| Campus Beautification| Continue to beautify the College campuses and maximize brand.                                                                             |

### 6 FINANCIAL HEALTH AND SUSTAINABILITY

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Sustainability</td>
<td>Balanced budgets.</td>
</tr>
<tr>
<td>Financial Efficiency</td>
<td>Review possibility of Centralized Budgeting.</td>
</tr>
</tbody>
</table>
| Financial Transparency| Provide relevant and transparent reporting on financial position to the Board:  
|                    |   • Budget.  
|                    |   • Mid-Year Review.  
|                    |   • Financial Statements.                                                                                                                  |

**Financial Sustainability**
- Maintaining financial sustainability in accordance with MCU financial metrics.

**Financial Efficiency**
- Review possibility of Centralized Budgeting.

**Financial Transparency**
- Provide relevant and transparent reporting on financial position to the Board:
  - Budget.
  - Mid-Year Review.
  - Financial Statements.

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

**Legend**
- API  – Athletic Performance Indicator
- EL   – Experiential Learning
- GPA  – Grade Point Average
- MCU  – Ministry of Colleges and Universities
- PCPP – Public College Private Partner
- SCC  – St. Clair College
- SRC  – Student Representative Council
- SSAA – Saints Student Athletic Association Inc.
- TSI  – St. Clair Thames Student Inc.
- WSIB – Workplace Safety & Insurance Board