ST. CLAIR COLLEGE

2023 - 2024

STRATEGIC PLAN

RISE ABOVE THE ORDINARY

VISION • MISSION • VALUES
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>
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<tbody>
<tr>
<td>Academic</td>
<td>Increase online course offerings.</td>
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<td>• Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.</td>
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<tr>
<td>Research &amp; Development</td>
<td>Promote interdisciplinary research aligned with area of program strengths/degree offerings.</td>
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<td>• Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in schools offering degrees.</td>
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<td>Document and increase the number of students participating in research.</td>
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<td>• Implement and maintain a database regarding internal research projects.</td>
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<td></td>
<td>Increase awareness of St. Clair College research.</td>
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<td>• Increase communication and showcase College research internally and externally.</td>
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<td>GOAL</td>
<td>OBJECTIVE</td>
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<tr>
<td>Student Pathways</td>
<td>Continue to create academic pathways (college to college, college to university, university to college).</td>
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<td>• Continue to increase the current number of student pathways year over year.</td>
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<td>• Promote student pathways for heightened awareness.</td>
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</table>
2 STUDENTS (Retention, Graduation Rate and Success)

GOAL

Support Student Success

OBJECTIVE

Increase student success.
- Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (ie. 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 (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)

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| Support Student Success      | To support the Ontario colleges efforts for the well-being of international learners to enhance their opportunities for academic and personal success with the establishment of a common set of standards for international student activity.  
  - Ensure compliance with the PCPP – MOU standards within 18 months (by May 2024). Plan developed in 23/24 for full implementation in 24/25. |
| Increase Enrolment           | International enrolment.  
  - Maintain/grow current international enrolment in Windsor and Chatham.  
  
  Maintain domestic enrolment.  
  - Maintain postsecondary full-time enrolment within existing corridor. |
## 3 COMMUNITY ENGAGEMENT (Leadership, Communication and Partnership)

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</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 the Alumni, SRC, TSI, and SSAA and document impact.  
  - Increase community awareness of engagement/support of College staff and students. |
## HUMAN RESOURCES
(Staff Development, Efficiency, Effectiveness and Wellness)

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| Development of Human Resources | 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

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<tbody>
<tr>
<td>Campus Enhancement</td>
<td>Increase parking capacity.</td>
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<td>• Implementation of parking plan.</td>
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<tr>
<td>Campus Beautification</td>
<td>Continue to beautify the College campuses and maximize brand.</td>
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<td>• Annual plan for Campus Beautification developed.</td>
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## Financial Health and Sustainability

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| Financial Sustainability | Balanced budgets.  
• Achieve balanced budgets annually.  
College sustainability.  
• Increase sustainability fund. |
| Financial Transparency | Maintaining financial sustainability in accordance with MCU financial metrics.  
• Meeting or exceeding Ministry defined benchmarks.  
Provide relevant and transparent reporting on financial position to the Board:  
• Budget.  
• Mid-Year Review.  
• Financial Statements.  
• Complete interim reporting based on pre-determined deadlines. |
Baseline: 2019/20, and subsequently, the previous year.

Legend

AVP – Associate Vice President
API – Athletic Performance Indicator
BCA – Building Condition Assessment
CAE – Centre for Academic Excellence
KPI – Key Performance Indicator
MCU – Ministry of Colleges and Universities
EL – Experiential Learning

GPA – Grade Point Average
PCPP – Public College Private Partner
SCC – St. Clair College
SMA – Strategic Mandate Agreement
SOG – Senior Operations Group

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