



BUILDING OUR FUTURE.

SHAPING OUR CHARACTER.

2019-2020 BUSINESS PLAN



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SAULT COLLEGE

BUSINESS PLAN

FOR 2019-2020

EXECUTIVE SUMMARY

Sault College has just completed the third year of its Strategic Plan: Leading the Way 2016-2020. This business plan builds on six strategic priorities and has been designed to position Sault College as the premier student-centered post-secondary institution in the Province.

Sault College is proud to be one of the largest employers in Sault Ste. Marie and takes pride in its contributions to and presence in Northern Ontario. We are community oriented and greatly value the support of our community stakeholders who serve on Advisory Committees and help to ensure that our programming and learning remains relevant and progressive. We are also grateful to our partners who accept our students for placements. These placements provide our learners with the opportunity to apply the knowledge and skills acquired throughout their education and obtain valuable industry and workplace experience necessary to enhance their education and prepare for their future.

Our commitment to Indigenous education remains stronger than ever as we continue to foster and encourage an understanding and appreciation of the histories, culture and traditions of Indigenous peoples. The College's commitment to advancing Indigenous education is a priority in our plans.

Over the next several years, Sault College will face unprecedented challenges in the areas of enrolment as the province experiences inequitable distribution of population growth. In the midst of this challenge, Sault College remains committed to succeeding and supporting the community by leading innovative changes in post-secondary education, apprenticeship training and applied research.

The demographic changes in our area have reduced the elementary and secondary school enrolment and therefore have the potential to impact our direct entry enrolment. As a result, the College seeks to continue to expand into new markets, both domestic and international.

This past year Sault College experienced a 110% growth international student enrolment. International students are vitally important to Sault College and to our community as a whole. With declining domestic enrolment, international students help to ensure that our institution remains educationally and financially viable. Their contribution goes well beyond their spending power as they help to strengthen our community's social and economic ties with the rest of the world and help to fill current and future labour market gaps. International recruitment efforts will continue as we grow our international student enrolment through the development of global partnerships.

Another growth opportunity for Sault College is in the area of E-Learning. Over the past year the College developed a Centre for E-Learning and has increased course offerings in a variety of online formats. This business plan contains several initiatives in the area of E-Learning and growth will continue.

The Sault College campus was under construction during the past year as we worked towards the completion of the \$19 million Institute for Environment, Education and Entrepreneurship facility. The iE3 will be a catalyst for innovation in cleantech and ICT-enhanced environmental technologies, forestry, water and wildlife resource management that will play a role in advancing Canada's sustainability goals. The Institute will be a valuable asset to various local industries and will help to attract and grow new industries, providing the physical resources and human capital to promote industry-academia-government partnerships on campus. It will provide world-class resources and opportunities for collaboration, experiential learning and development of advanced skills in these rapidly evolving fields.

Sault College has had some tremendous achievements and looks to continue this success and grow in various areas that will not only benefit our College, but also our community and our learners.

This Business Plan is presented in accordance with Section 8 of O. Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002, and will be posted on the Sault College website at www.saultcollege.ca.

OUR VISION

We will make our society a better place by providing a transformative life experience through empowering those who study with us to think and learn in progressive and innovative ways.

OUR MISSION

Sault College will be recognized as the pre-eminent student-centred post-secondary institution in the province with an unyielding dedication to giving students the tools to reach their goals, and in doing so, will be a cornerstone of the communities we serve.

OUR VALUES

We will be guided by the following:

Student-centred

We exist for the sake of our students.

Invitational

We will be intentionally inviting in all that we do.

Respect

We value each other as persons and treat each other with equity and respect.

Excellence

We are engaged in the constant and passionate pursuit of excellence in our people, programs, and service.

Communication

We encourage the active and honest sharing of ideas and information.

Collaboration

We promote teamwork and participatory decision-making.

Eco-conscious

We respect the environment and will use eco-conscious approaches in our operations.

Partnerships

We are committed to making the community better through positive impact on local organizations.

Inclusive

We will be accessible to those who want to learn with us.

Innovative

We will work effectively across disciplines to embrace new approaches together.

Reconciliation

We will pursue a collaborative and renewed relationship with the Indigenous communities.

CORE PROMISE

In developing students, Sault College has created four statements reflecting the outcomes we seek by accomplishing the actions outlined in our Strategic Plan. Because the success of our learners is fundamental to our existence, we want our students to say the following about our College:

1. "I get the education I want and more."
2. "The people are great."
3. "It was worth it to come here."
4. "The experience changed my life."

With these statements in mind, we will operate in a student-centered way and focus our organization around these four themes to create superior interactions and experiences.

As part of the College's strategic direction for 2016-2020, we will take action on the following six strategic priorities:

- People
- Programs
- Partnerships
- Place (facilities)
- Pedagogy
- EnterPrise (ERP)

Our over-arching goal is that the education and experience we provide to our students not only meets or exceeds their expectations, but profoundly changes their lives. We recognize the need to be nimble and responsive to opportunities and challenges while at the same time finding ways to improve efficiencies.

We will continue to build on our traditional strengths by continually finding new ways to improve as an organization while working collaboratively and creatively together towards an exciting and promising future.



THE SAULT COLLEGE STRATEGIC MANDATE AGREEMENT

This Strategic Mandate Agreement between the Ministry of Training, Colleges and Universities and Sault College outlines the role the College currently performs in Ontario's post-secondary education system and how it will build on its current strengths to achieve its vision and help drive system-wide objectives and government priorities.

The Strategic Mandate Agreement (SMA):

- Identifies and explains the shared objectives and priorities between the Ontario government and the College;
- Outlines current and future areas of program strength;
- Supports the current vision, mission, and mandate of the College and established areas of strength within the context of the College's governing legislation;
- Describes the agreed-upon elements of the new College funding model, including:

- a College's enrolment plans and the initial midpoint levels of weighted funding units that will be funded in the corridor funding model during the period of this SMA; and,
- differentiation areas of focus including metrics, and targets.
- Provides information on the financial sustainability of the institution; and,
- Informs Ministry decision-making and enables Ministry to align its policies and processes to further support the College's areas of strength.

The term of the SMA is from April 1, 2017 to March 31, 2020.

SMA priority areas include:

- Student Experience
- Innovation in Teaching and Learning
- Access and Equity
- Applied Research and Impact
- Innovation, Economic Development and Community Engagement.

PRIORITIES FOR 2019-20

Sault College has had great success in achieving the number 1 ranking in employer satisfaction and the number 2 ranking in graduate satisfaction as rated by students this past year. Sault College will remain focused on learning and student success while striving to achieve the following goals during the 2019/20 fiscal year.

STUDENT EXPERIENCE	
Sault College will continue to foster the highest quality experience that has our students and apprentices declaring that they received the education they want here and more, that it was worth it to come here, and that the experience changed their lives for the better. Sault College is committed to continue to lead the way in student satisfaction and become the destination college in northern Ontario.	
Overarching Goals	2019-20 Departmental Initiatives
<p>Establish a progressive and inclusive learning environment for Indigenous and international students</p>	<p>Indigenous partners and other post-secondary educational stakeholders will be consulted to identify and implement best practices in Indigenous pedagogy, program delivery and support services.</p> <p>Professional development will be provided for faculty and staff to continually improve the inclusivity of the learning environment. This professional development will help to increase the invitational atmosphere for international and Indigenous students.</p> <p>The College will support initiatives that further inform our practices through an increased understanding of the diverse contexts and challenges associated with Indigenous education.</p> <p>A team of current students, domestic and international, will be established to become active leaders in pre-arrival, orientation communication, and ongoing cultural support for new international students.</p> <p>New and updated Library database acquisitions will continue to be supported that focus on the Indigenous experience and colonization (Frontiers of the Past), language database (Transparent Language) that helps students learn another language (including 6 Indigenous languages and dialects), Hindi, Mandarin, Vietnamese, French, Thai, Tagalog along with around 100 other languages.</p> <p>Collaboratively, the Library and Indigenous Studies, will continue to offer a Book Club in the 2019-20 academic year to promote Indigenous culture, learning and history. As a path to reconciliation our Book Club offers a safe space for reading, discussion and engagement between Indigenous and non-Indigenous students, staff and faculty.</p> <p>The library will continue to provide student access to Press Reader, a newspaper and magazine database that shows today's paper from Bombay, Shanghai, Cape Town or Mexico City. There are over 7,000 publications in this database.</p> <p>Student Services staff will promote the use of the Equity Room as a safe space for all students. Promotion of equity, inclusion and respect for all students will occur during programming/events.</p> <p>Recreation programming will be planned, in which gym time and space for sports familiar to our international students and Indigenous students occurs.</p>

STUDENT EXPERIENCE (continued)

Overarching Goals	2019-20 Departmental Initiatives
<p>Provide strong student supports to ensure the success of all Sault College learners</p>	<p>Maintain and improve Indigenous-centred holistic services through the provision of cultural-competent support services for both on-campus and community based learners.</p> <p>Establish an Internationalization Mobilization Group (IMG) of Sault College staff to develop a cross-institution internationalization strategy for supporting students, staff and faculty, and for alignment with community economic development strategies.</p> <p>Promote international opportunities for domestic students established through articulation agreements with international partners (Example JVTC immersion in summer semester).</p> <p>Residence staff will refer and connect students directly with student support staff within the college as needs arise. Students in residence will be encouraged to seek and utilize student supports in student services during one on one interaction and in group settings.</p> <p>Programming initiatives in Residence will be facilitated to promote student supports/resources on campus, health and well-being, respect and an inclusive safe environment for all students.</p> <p>Delivery of 'The Inquiring Mind' training program to targeted program areas with high attrition and students living within the Residence. This training focuses on identifying when students are struggling, and developing coping skills to address current and future issues.</p> <p>A Learning Strategist will be available for students with or without disabilities, enabling them to access support with time management, organization, note taking, etc.</p> <p>Content will be added to the Student Support Centre (SSC) page of the Sault College website/portal, including a "Meet our Staff" section with photos and bios, so that students feel more comfortable accessing supports and can understand more thoroughly what services are available in the SSC.</p> <p>Additional front-facing support for students will be provided at the Registrar's Office. This will include international expertise.</p> <p>An OCAS Call Centre pilot project will be undertaken to provide access to telephone support to current and prospective students in peak times and after college business hours.</p> <p>The IT department will complete the following initiatives:</p> <ol style="list-style-type: none"> a. Updates to the delivery of technology services for students will be completed via new IT support portal. b. Migration of student data to the cloud for improved access and functionality. <p>The college will work with Health Force Ontario to link our international students enrolled in the Health Care Administration program that are professionally trained in their home country to navigate the process toward becoming certified in Ontario.</p>

STUDENT EXPERIENCE (continued)

Overarching Goals	2019-20 Departmental Initiatives
<p>Campus Maintenance, Renewal and Expansion:</p> <ul style="list-style-type: none"> • Capital projects: <ul style="list-style-type: none"> - E3 – next steps - Waterfront Adventure Centre – operations, etc. • Continue to improve facilities, including labs/shops to enhance applied learning 	<p>iE3 (Institute for Education, Environment and Entrepreneurship)</p> <ol style="list-style-type: none"> a. Curation of J Wing display cases will occur. This will include incorporation of Indigenous traditional knowledge with a link to our natural environment programming with the intention of providing an informative, relevant and culturally significant display. b. Fit-out the third floor of the E Wing will occur and will include the creation of new state-of-the-art facilities such as the enhanced cross disciplinary, high-tech collaboration classrooms and meeting rooms. c. Implementation of the iE3 student technology lab virtualization to support access to all required software for any program. <p>Aviation Modernization Project</p> <ol style="list-style-type: none"> a. Renovate Hanger #1 for student training including an area for a Level 2 flight simulator. <p>Skilled Trades</p> <ol style="list-style-type: none"> a. Seek funding to expand Mechanical labs to accommodate advanced manufacturing training equipment to more effectively address local and regional industry needs. <p>Residence</p> <ol style="list-style-type: none"> a. General building maintenance of Residence, including flooring, painting, appliances etc. to modernize the appearance of Residence to be more welcoming to international, Indigenous and domestic students. b. Residence staff will work in partnership with the International and Indigenous Studies departments to determine the needs of students and how these can be met within residence (surveys, communication, options in Residence). <p>Waterfront Adventure Centre</p> <p>Utilize the Waterfront Adventure Centre for programming to increase community usage of the centre.</p> <ol style="list-style-type: none"> a. Offer Summer Camp experiences for youth, ages 8-13, for water-based activities from the Waterfront Adventure Centre. b. Offer General Interest – Physical Activity programming at the Waterfront Adventure Centre. <p>Information Technology</p> <ol style="list-style-type: none"> a. Implementation of updated end user device protection and delivery of cyber security awareness campaign. b. Proof of concept to be developed for BYOD (Bring Your Own Device) options and software utilization.

STUDENT EXPERIENCE (continued)

System-wide Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
Overall Student Satisfaction Rate (2016 baseline: 85.98%)	76.2%	79% – 84%	<p>All program areas are anticipating the 2018-19 Student Satisfaction result at which time they will then plan for improvement initiatives.</p> <p>The Quality Assurance and Institutional Research department will:</p> <ol style="list-style-type: none"> Collate and disseminate program-level KPI data to support Academic program areas' review and analysis of overall student satisfaction ratings and of individual indicators within the student survey to determine areas in need of improvement. Support program areas to set and implement improvement plans based on review of KPI data and of Program Review indicators. Facilitate student focus groups to gather student feedback on specific topics relevant to a program and to the college. <p>A focus on increasing KPIs in Aviation will be made through increased communication efforts to provide greater student support and expanded flight training resources.</p> <p>Improvements will be made to the aging technology in the college environment while maintaining the workstation standards and life cycle refresh strategy.</p>
Student Satisfaction with Services (2016 baseline: 78.26%)	68.1%	76% – 81%	<p>Student Success staff will run monthly Wellness Wednesday events as well as coordinate monthly awareness events.</p> <p>The Student Support Centre, housing a one-stop service location on campus, will provide students with easy access to the supports they need to be successful.</p> <p>Programming within the open student space in the Student Support Centre will be planned during the 2019/20 year to improve awareness and access to services.</p> <p>The Quality Assurance and Institutional Research department will facilitate student focus groups to gather student feedback on college services.</p> <p>With the exponential growth in international enrolment, additional supports will be added to improve student satisfaction.</p> <p>Additional frontline support for students at the Registrar's Office will be added. This will include international expertise.</p> <p>Engage in an OCAS Call Centre pilot to provide access to telephone support for current and prospective students during peak times and after college business hours.</p>
Student Satisfaction with facilities (Q49) (2016 baseline: 85.18%)	71.8%	75% – 85%	<p>The Quality Assurance and Institutional Research department will facilitate student focus groups to gather student feedback on College facilities and resources.</p> <p>A significant modernization project will be undertaken in Aviation which includes the purchase of a new Zlin aircraft, new student training area at the airport and new flight simulator equipment.</p>



STUDENT EXPERIENCE (continued)

Institution-Specific Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
<ul style="list-style-type: none"> Percentage of students who find counselling services important to maintaining academic performance (obtained via annual survey) (2016 baseline: 92%) 	92%	80% - 95%	<p>The International office will liaise with counselling to ease cross-cultural barriers.</p> <p>Work collaboratively with the Student Services department in the continued implementation of counselling support services and initiatives that meet the needs of Indigenous learners.</p> <p>Create resource documents along with a worksheet package for students on academic topics such as time management, test anxiety reduction, etc.</p> <p>Ensure counsellor wait times remain reasonable and meet student expectations for timely support by providing drop in times, evening appointments and the ability to communicate via email.</p> <p>Develop processes to identify and connect with the proper counselling support for all varsity athletes and student fitness centre users who would benefit from this assistance.</p>
<ul style="list-style-type: none"> Percentage of students who find contact with student support services important to remaining in college (retention) (2016 baseline: 92%) 	82.5%	80% - 90%	<p>Ensure the provision of appropriate wrap-around support services for Indigenous learners enrolled in Sault College on-campus and in community based programs.</p> <p>Increase outreach to faculty in programs with high attrition to offer brief classroom visits to ensure students are familiar with services.</p>

INNOVATION IN TEACHING AND LEARNING

Sault College recognizes the changing needs of our students and of the industries with which they will be employed. To meet these changing needs, Sault College will implement alternative delivery formats, redesign classroom learning environments and enhance technology in the classroom. Sault College will facilitate increased experiential opportunities to enhance student learning. Indigenous learning-approaches and diverse cultural contexts will be infused into pedagogical approaches and across the curriculum for the benefit of all learners.

Overarching Goals	Departmental Initiatives
<p>Expand E-Learning</p>	<p>Increase the number of registrations in ministry-funded courses and programs through the development and upgrading of e-learning opportunities.</p> <ul style="list-style-type: none"> • Develop at minimum seven (7) new programs. This will be comprised of a mix of board approved certificates as well as Ontario College level certificates. By offering new program opportunities, this will increase the total number of registrations within e-learning courses. • Update the Parts Technician Apprenticeship training online program to be reflective of changes in the industry as well as to implement the Sault College branding within the program. • Expand the e-learning team to include Instructional Designers in order to increase the number of ministry-funded courses owned and offered by Sault College. <p>The School of Community Services and Interdisciplinary Studies, will offer the Early Childhood Education Diploma Program in an e-learning format through the use of Contact North.</p> <p>Human Resources will work with the Academic Division to strategically examine goals to achieve desired outcomes. Appropriate professional development will be sourced for faculty and leadership.</p> <p>The Quality Assurance and Institutional Research department will ensure programs being developed for online delivery continue to meet high quality standards.</p> <p>The Library will continue to improve access/awareness of online library databases for e-learning and will be enhancing this in 2019-20.</p> <p>The IT department will implement a digital studio for the recording and production of quality presentations to be used in a variety of ways augmenting traditional delivery and supporting a digital presence.</p>
<p>Update digital infrastructure; including simulators and software</p>	<p>Updating software in Media and Design programs to ensure students have access to the latest versions and most industry-relevant programs.</p> <p>The Aviation program will add four new simulators for a total capacity of five which will be located in the B Wing Aviation area as well as at the hanger.</p> <p>The Mechanical and Motive Power programs will increase the use of simulation software and the Mechanical program will explore applications for use of the new 3D printing technology.</p> <p>The IT department will deliver the in-room technology to support remote classrooms and distance delivery.</p> <p>Technology will be provided for classroom delivery that differs from the traditional to facilitate opportunities for more student collaboration and instructor delivery options.</p>

INNOVATION IN TEACHING AND LEARNING (continued)

Overarching Goals	Departmental Initiatives
Implement specific teaching approaches that respond to the Truth and Reconciliation Report calls to action.	<p>Work with key internal stakeholders to implement identified priorities and objectives for college wide implementation.</p> <p>Develop a general education course that contains Indigenous learning outcomes.</p>
Expand experiential learning opportunities	<p>The Natural Resource/Environmental Law program has instituted in partnership with the Justice Studies program to provide a live fire experiential learning opportunity.</p> <p>The college is working with the MNRF to lift age restrictions for mature students in Natural Environment programs to allow for increased experiential learning opportunities.</p> <p>Drone training and licensing will occur for faculty members in multiple program areas who will begin incorporating training opportunities for students.</p> <p>A new student service learning option in the BScN program on a regional First Nation Community will be implemented.</p> <p>Cameras have been added to the Early Learning Centre to increase opportunities for experiential learning through observation and potential research.</p> <p>Non-violent crisis resolution will be offered to students in many programs, including, Nursing, Justice Studies, and Social Service Worker.</p> <p>Collaboration will occur with academic schools to identify and implement land-based learning opportunities that support traditional ecological knowledge and connection to land.</p>
Improve student retention	<p>A tutor has been provided to students in Business – Accounting to improve student retention and to address student success in this challenging program area.</p> <p>Maintain data collection processes pertaining to Indigenous student enrolment and success rates to support improvements in Indigenous student retention efforts.</p> <p>The Accessibility Services team will contribute information and support to inclusive design initiatives.</p> <p>The library has introduced and will continue to promote the Learning Portal (TLP) to faculty and all student service areas. TLP is an open access database created by college libraries to help students with studying, note taking, essay/report/presentation preparation, time management, dealing with stress, resilience, social media awareness, interview skills with resume templates, among many other modules with updates ongoing (https://tlp-lpa.ca/home).</p> <p>The library will continue and increase the number of classroom instructional visits throughout the fiscal year. Library instruction ensures students understand how to utilize all library resources for their class work. The library will strive to instruct over 1,200 students in 2019-20.</p> <p>Continue to support and track student athletes academically so that they can reach both their academic and athletic goals.</p> <p>Student Success staff will create a resource guide and at-risk faculty reporting form which will ensure accurate and up to date information is readily available.</p>

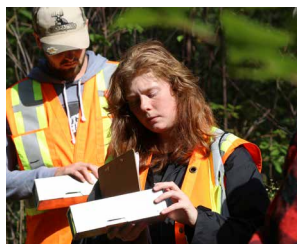


INNOVATION IN TEACHING AND LEARNING (continued)

Overarching Goals	Departmental Initiatives
Expand program offerings	<p>Introduce new post-graduate certificate programs:</p> <ul style="list-style-type: none"> • Supply Chain Management • Hospitality and Tourism Management (Fall 2019) <p>More robust and diverse intramural programs will be created at the College to provide engagement opportunities for all students.</p> <p>Sault College is working with Humber College to develop a joint degree program in Engineering, specifically Mechatronics.</p>

INNOVATION IN TEACHING AND LEARNING (continued)

System-wide Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
Graduation Rate (2016 baseline: 63.6%)	60.7%	63% - 68%	All program areas are focused on graduation rates including gaining a better understanding of how students move through program areas. <ul style="list-style-type: none"> Program faculty and staff are working on improvement initiatives.
Number of students enrolled in an experiential learning program (2016 Baseline: 2080)	2370	90 - 100% of enrolment	Initiatives are listed above under "Expanding experiential learning opportunities for students".
Total number of registrations in ministry-funded courses offered in eLearning formats (2016 baseline: 841)	862	973-1167	Create new e-learning program opportunities to recruit students in e-learning programs which will result in an increase in registrations in ministry-funded courses.
Total number of ministry-funded courses offered in eLearning formats (2016 baseline: 129)	156	160 - 180	Increase courses available in e-learning formats through the addition of new certificate programs.
Total number of ministry-funded programs offered in eLearning formats (2016 baseline: 28)	28	31 - 35	Develop seven (7) new certificate programs to be delivered in an e-learning format.





INNOVATION IN TEACHING AND LEARNING (continued)			
System-wide Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
Retention rates (Yr1 to Yr2) (2016 baseline: 76.6%)	79.7%	76% - 81%	<p>A four week orientation model will be followed for all new students to ensure the best start to college.</p> <ol style="list-style-type: none"> Week one (pre-orientation) provides a solid foundation for beginning college. Week two is a full week welcoming students and getting them excited to be at Sault College. Week three provides information needed to be successful, success scenarios are facilitated in all first year classes. Week four provides workshops for students on specific topics related to academic success. <p>Greater attention to student retention is a priority across the college and consideration to program flow, staffing mix, section sizes and additional supports are being considered.</p> <p>The International office will hold returning student specific application sessions to facilitate students remaining for a second program.</p> <p>The Alumni and Student Success departments will implement a student/grad mentorship program.</p> <p>Create recreation and intramural opportunities that engage the interests of first generation students at Sault College.</p>
Retention rates (Yr2 to Yr3) (2016 baseline: 88.9%)	88%	86% - 91%	
Student satisfaction with knowledge and skills (2016 baseline: 92.32%)	86%	90% - 95%	The Quality Assurance and Institutional Research department will facilitate the adoption of a Teaching and Learning Plan/ Syllabus into all post-secondary courses.
Student satisfaction with learning experience (2016 baseline: 88.17%)	78.8%	87% - 92%	Initiatives are listed above under "student experience section".

INNOVATION IN TEACHING AND LEARNING (continued)

Institution-Specific Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
Retention rates for students with Psychological Disabilities (2016 baseline: 76%)	83%	76% - 83%	<p>Increase awareness of the financial supports available to students with disabilities that qualify for a reduced course load.</p> <p>Student Services will promote coping skills from The Inquiring Mind training to enable to students with psychological disabilities to work through symptoms and maintain academic success.</p>
Retention rates for 'high-risk' students (2016 baseline: 75%)	76%	75% - 80%	<p>Decrease financial barriers for current and former Sault College students changing programs as a result of a change in career focus.</p> <p>The Sault College Peer Tutoring Program will hold program-specific groups, drop-in tutoring sessions, as well as sessions in core subjects like Math, Physics and Communications. Tutors work with tutees to review course material and work through questions together. Students can attend for the whole two hours weekly or drop-in as needed with questions.</p> <p>One-on-one/small group tutoring will be made available for students with disabilities or a demonstrated need via a referral from an Academic Counsellor in Student Services.</p> <p>Increased tutoring sessions will be provided for programs with higher attrition rates and attendance will be promoted throughout the year in partnership with faculty.</p> <p>Current policies and procedures will be evaluated to ensure students with high-risk mental health problems are being supported effectively, and address any gaps/ deficiencies found.</p>
Increase number of graduate certificate programs (2016-17 baseline: 7)	9	12	<p>In 2019-20, the college will strive to add 3-5 new graduate certificate programs.</p>

ACCESS AND EQUITY

Sault College will be responsive and invitational with all students. Our priority will be to meet the needs of our learners including those who would not generally otherwise access post-secondary education. We will actively promote accessible admissions processes and preparation, including academic upgrading and other programs and services. We know that students are better served by supports that consider the whole student. Our college attempts to take a more holistic approach to serving these students with supports that enable success.

Overarching Goals	Departmental Initiatives
<p>Increase partnerships with Indigenous Institutes to provide collaborative programming</p> <ul style="list-style-type: none"> • Increase number of community-based programs • Increase Indigenous student enrolment 	<p>Continuous engagement with Indigenous Institutes will occur to further develop our current relationship. This will result in:</p> <ul style="list-style-type: none"> • An increase in the number of programs offered by various Indigenous Institutes. Currently, there are six (6) programs being offered in partnership. We will increase this to eight (8). • By increasing the number of programs offered in partnership, the number of Indigenous students enrolled at Sault College will increase. Continuous relationship building and joint marketing will also support this increase. <p>Faculty in the BScN Program are working on the establishment of a partnership with a First Nations community in Northern Ontario to create a student service learning opportunity. This could provide a very rich experiential learning option for our students. It could also provide opportunities for faculty scholarship.</p> <p>Sault College will implement an online application process for Indigenous Institutes.</p> <p>Expand regional and provincial Indigenous community engagement efforts to effectively identify and address localized training needs and priorities.</p> <p>Implement local secondary school engagement activities and support initiatives to increase awareness and effectively transition Indigenous learners to post-secondary education and training opportunities at Sault College.</p> <p>Sault College will ensure all marketing and promotional materials and recruitment activities are reflective and inclusive of Indigenous culture.</p>
<p>Increase awareness and enrolment in SCWI initiative</p>	<p>Programs will continue to be active participants in the SCWI initiative with both stand-alone courses as well as reserved seating.</p>
<p>Seek funding to ensure the continuation of on-campus mental health services for students</p>	<p>Use athletes to champion the Bell Let's Talk campaign throughout the college.</p>





ACCESS AND EQUITY (continued)			
Institution-Specific Metrics	2017-18 Actual	2019-20 Expected Value Range	Departmental Initiatives
Number of students that move from preparatory programming to college programs (2012-13 Baseline: 70 students)	Info not available	Greater than 85 students	<p>Recruitment will deliver timely lunch and learn sessions on college programming and support with applying to college.</p> <p>Maintain a 90% customer satisfaction rate in Literacy and Basic Skills (LBS) through the provision of high quality programming and services.</p> <p>Ongoing marketing and promotion of LBS programming to the general public with a strong emphasis on pathways to post-secondary education and training opportunities.</p>
Percentage of SCWI learners enrolled in post-secondary programming (2012-13 Baseline: 24%)	Info not available	Greater than 25%	Recruitment will deliver timely workshops to students enrolled in SCWI on college programming, financial supports, and applying to college.
Maintain success rate for dual credits and SCWI (2012-13 Baseline: 85%)	96%	80% - 90%	Student supports will be promoted to SCWI students ensuring success.
Number of programs offered in-community (2016 Baseline: 5 programs)	6	8 programs	<p>Work collaboratively with the Continuing Education/Contract Training department to support and expand Indigenous community based training opportunities.</p> <p>Improve access to services for off-site students needing supports.</p>

ACCESS AND EQUITY (continued)

System-wide Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
Number of first generation students enrolled at Sault College	481	440-480	Increased recruitment efforts to non-direct population. Evening Information sessions to be offered across Ontario to target adult/first generation learners.
Number of French language students enrolled at Sault College	27	35-55	The Library will increase the number of French titles (magazines, film).
Number of students with disabilities enrolled at Sault College	452	470 - 510	Continuous outreach to promote the benefits of students with disabilities accessing their accommodations.
Overall student satisfaction rate for students with disabilities	77.8%	75% - 85%	Access to the services and supports will be user-friendly and allow students flexibility on how and when they access supports.
Overall graduate satisfaction rate for students with disabilities	73%	70 - 85%	Counsellors and Student Job Centre staff will refer students to external service providers for access to employers who wish to hire graduates who may have a disability.
Employment rate for students with disabilities	76%	70% - 80%	Counsellors will refer students within their graduating year to the Student Employment Officer to develop skills to enhance their ability to find employment.
Number of Indigenous students enrolled	501	475 - 550	<p>Recruitment will increase the number of Indigenous career fairs they attend.</p> <p>Indigenous Student Counsellors will work with Indigenous applicants to support the application to College process and the funding application process.</p> <p>The college will work closely with secondary school grad coach to support students with transitioning to college.</p> <p>The college will increase culturally supportive social opportunities on campus for local/area Indigenous youth.</p> <p>Ensure institutional marketing, promotional and recruitment efforts are reflective and inclusive of the Indigenous community.</p> <p>The Library will increase the number of Indigenous titles (books, databases, magazines, films).</p>
Overall student satisfaction rate for Indigenous students	78.8%	75% - 85%	Implementation of ongoing evaluations to gather information on quality and effectiveness of Indigenous programs and service delivery.
Overall graduate satisfaction rate for Indigenous students	90%	85% - 95%	Work in collaboration with internal and external Indigenous education stakeholders to ensure quality of programming and that services meet the needs of learners.
Employment Rate for Indigenous students	86.7%	70% - 85%	Work in collaboration with internal and external Indigenous education stakeholders to ensure effective transition for Indigenous graduates to the labour market.

APPLIED RESEARCH

Sault College fully recognizes the importance of collaborative applied research and its potential to enrich the experiential learning components of student's education, while fostering industry innovation and economic development in the region. The College will continue to provide strong support for applied research through the continued support of the Applied Research Centre and the continued efforts to grow and expand its applied research capacity.

System-wide/Institution Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
<p>Number of externally funded applied research projects (2016-17 Baseline: 3)</p>	<p>1</p>	<p>3 - 5</p>	<p>Conduct two (2) applied research projects in Robotics (with two local companies) and one (1) project related to drone technology with TerreSky.</p> <p>Faculty in Natural Environment will continue to work with external partners in research activities.</p>
<p>Number of partnerships / collaborations with community / industry firms (2016-17 Baseline: 3)</p>	<p>2</p>	<p>3 - 5</p>	<p>The Digital Film Production program will partner with the film company Tainted Production Inc. Students in this program will actively work on set and production.</p> <p>The Graphic Design and Digital Media program will continue with its newly formed partnership with the City of Sault Ste. Marie. Students in this program area will continue creating signage for various city assets.</p> <p>The Natural Environment programs have recently formed community partnerships with the Kensington Conservancy which will include the use of conservancy property by the program.</p> <p>The School of Business has a newly formed partnership with the young professionals group STRIVE.</p> <p>The Culinary programs continue to form partnerships with community restaurants for student placement opportunities. These partnerships provide opportunities for students to learn in various kitchens throughout Sault Ste. Marie.</p> <p>Three partnerships in applied research will be developed:</p> <ol style="list-style-type: none"> a. Two in Robotics will be developed with local companies. b. One in Drone Technology with TerreSky, a national drone company. <p>Provision of ongoing Indigenous student support services for PLATO learners.</p> <p>Collaboration with the SSM Indigenous Friendship Centre to provide programming and supports to the Homeward Bound program.</p>

INNOVATION, ECONOMIC DEVELOPMENT AND COMMUNITY ENGAGEMENT

The direct economic impact of Sault College on the local economy is approximately \$150MCAD annually. Sault College is currently the 5th largest employer in the community with a full time workforce of over 450 employees. More importantly, the College provides affordable access to post-secondary education which produces graduates with the diverse skills needed by the local economy in a variety of areas such as health care, social services and technology. The College will play an increasingly key role in the development of the region as it transitions itself into a knowledge based economy.

Overarching Goals	Departmental Initiatives
<p>Increase collaboration with local stakeholders, including employers, local government, Algoma University, Indigenous groups to ensure alignment with economic development strategies.</p>	<p>Maintain and advance the Indigenous Circle on Education's working relationship with Sault College's senior administration and the Board of Governors through joint consultation and engagement processes to identify areas of priority for the advancement of Indigenous education at Sault College.</p> <p>Maintain consistent and ongoing Indigenous community engagement and consultation through active participation on applicable local, regional and provincial tables.</p> <p>Continuing Education/Corporate Training will:</p> <ul style="list-style-type: none"> • Explore and offer a Personal Support Worker Program in Elliot Lake based on stakeholder feedback. • Collaborate with Indigenous groups to offer and support students in off-site programming. • Collaborate with Indigenous Institutes to ensure active participation on the Program Advisory Committees. <p>Continue to work with Algoma Steel to develop programs to meet their skilled trades' needs, for example:</p> <ol style="list-style-type: none"> a. Brick and Stone Mason program b. Machinist Apprenticeship program level 1 c. Other. <p>Collaborate with Algoma Steel and other employers to address the need for skilled workers. Through marketing and recruiting initiatives, this collaborative project will specifically and directly address:</p> <ul style="list-style-type: none"> • The skilled trades needs and employment opportunities of Algoma Steel where a skilled worker shortage looms; • The growing need to sustain and increase student population at Sault College; and, • The declining demographics of northern Ontario. <p>Collaborate on intercultural training initiatives with Algoma University.</p> <p>Continue to pursue a recruitment initiative in conjunction with FJ Davey Home and Sault Community Career Centre for co-recruitment in healthcare studies, specifically Personal Support Worker.</p> <p>Participate in initiatives with Local Immigration Partnership to ensure international students are considered in community advocacy intended to attract and retain newcomers.</p> <p>Co-host 2-3 events for international students with Algoma University to create a wider community for international students.</p> <p>The Student Leadership Program will connect a core group of students to resources on campus and networking opportunities with community stakeholders and employers.</p> <p>The Waterfront Adventure Centre team will foster collaboration with local stakeholders to bring community users to the centre.</p>



INNOVATION, ECONOMIC DEVELOPMENT AND COMMUNITY ENGAGEMENT (continued)

Overarching Goals	Departmental Initiatives
<p>Invest in college infrastructure, providing local construction jobs while improving teaching and learning spaces.</p>	<p>The College will be launching the new Waterfront Adventure Centre which will expand campus learning and economic opportunities in many ways.</p> <p>Implementation of the \$2.3 million Aviation modernization project will occur this fiscal year. (renovations, simulators and new aircraft)</p> <p>Fit-out of the third floor of the E Wing will occur and will include the creation of new state-of-the-art facilities such as the enhanced cross disciplinary, high-tech collaboration classrooms and meeting rooms.</p>
<p>Through the Employment Solutions operation, strive for excellence in customer service through maximizing the delivery of a variety of community employment programs to support employers with their hiring needs and job seekers with their employment needs.</p>	<p>Employment Solutions will continue to strive for excellence in delivering Employment Ontario programs in Sault Ste. Marie and Blind River locations, providing customized support to job seekers and employers across all sectors.</p> <p>Innovative partnerships with Sault Ste. Marie and Blind River community agencies are key to providing seamless service to job seekers. Increased services to Ontario Works and ODSP recipients will align with the updated mandate of the Ministry of Training, Colleges and Universities.</p> <p>An ongoing partnership between Employment Solutions and Alumni Relations will provide Sault College graduates an access point to employers in the community.</p>

INNOVATION, ECONOMIC DEVELOPMENT AND COMMUNITY ENGAGEMENT (continued)			
System-wide Metrics	2017-18 Actual	2019-20 Target Range	Departmental Initiatives
Number of active Program Advisory Committees (PACs)	27	27 – 32 PACs	In 2019-20 the Program Advisory Committees will continue to meet and have a recruitment initiative based on a skills matrix to ensure broad, industry representation.
Number of employers engaged in PACs	145	145 employers	We will continue to add new community and industry volunteers to our advisory committees.
Graduate employment rates	85.6%	80% – 85%	<p>The Quality Assurance and Institutional Research department will:</p> <ul style="list-style-type: none"> • Increase the graduate response rate to the graduate outcomes survey to ensure employment rate is an accurate reflection of Sault College graduates. • Improve the reliability of graduate contact information on file. • Communicate to graduating students the importance of responding to the graduate outcomes survey. <p>A new 'Prep For Success' workshop series has been created and will be implemented for soon to be grads. This will provide networking, job search and interview preparation.</p> <p>The Student Job Centre will work towards a 'job development' focus for students while building better connections with employers to increase opportunities for our students.</p>
Employer satisfaction rates	100%	85% – 95%	The Quality Assurance and Institutional Research department will facilitate employer awareness of and participation in the employer surveys.
Proportion of Graduates employed full-time	68.2%	65% – 75%	A new 'Prep For Success' workshop series has been created and will be implemented for soon to be grads. This will provide networking, job search and interview preparation.
Proportion of Graduates employed full-time in a related job	49.6%	50% - 60%	

INNOVATION, ECONOMIC DEVELOPMENT AND COMMUNITY ENGAGEMENT (continued)			
Institution-Specific Metrics	2017-18 Actual	2019-20 Target	Departmental Initiatives
Employment Services program delivery customer satisfaction to exceed the provincial standard of 90% (2016/17 Baseline: 99%)	99%	95% – 99%	Employment Solutions will continue to provide exceptional service to employers, job seekers and clients in its resource area. Its survey results will demonstrate a combined satisfaction score of 95% or higher.
Expend a minimum of 95% of employer incentive funding (2016/17 Baseline: 100%)	100%	95% - 100%	Employment Solutions will offer incentives to offset employer training costs. A greater focus on the EYTI (Employing Youth Talent Incentive Program) will ensure higher youth retention.

ENROLMENT	
Overarching Goals	Departmental Initiatives
<p>Remain within the top quartile in applications (year over year).</p>	<p>Participate in an OCAS Call Centre pilot to improve prospective applicant service during peak periods and after regular college business hours.</p> <p>The Marketing department through campaign initiatives will:</p> <ul style="list-style-type: none"> • increase applications for all students by 10% • Drive more traffic through digital campaigns • Create stronger leads through engaging creative <p>The Marketing department will create a stronger brand presence outside of the local catchment area by:</p> <ul style="list-style-type: none"> • Creating a new brand marketing video for use for international and domestic recruitment • Focusing on insight driven targeting for outside prospects • Building an intriguing value proposition of our Northern college <p>Athletics will be looking at new and creative ways to increase enrollment both domestic and international through the expansion of its Varsity sports teams and intramural programs.</p> <p>The IT department will:</p> <ol style="list-style-type: none"> a. Support the update of the college website as the key component for domestic applications b. Review and implement as required integrations between the SIS and CRM to provide better communication with potential students in support of improved conversion rates.
<p>Per Scorecard:</p> <ul style="list-style-type: none"> • 2019 Fall target Domestic – 2,025 • 2019 Fall target International – 709 • Total enrolment: 2,794 	<p>Increase conversion rate by 1% through the completion of a number of initiatives.</p> <p>The Marketing department will create a greater applicant journey to help drive confirmations and conversion through:</p> <ul style="list-style-type: none"> • Development of multiple student focus groups to gather insights • Investment in a new marketing email automation tool (Pardot) • Redevelopment of all content and touch points for applicants • Improvements to automation. <p>Improvements will be made to the international admissions process which will facilitate reduced offer wait times and student Visa approvals.</p>



FINANCIAL SUSTAINABILITY

Achieve metrics prescribed by Ministry:

System-wide Metrics	Benchmark
Annual Surplus (Deficit)	>0
Accumulated Surplus (Deficit)	>0
Net Income to Revenue Ratio	>1.5%
Net Assets to Expense Ratio	>60%
Quick Ratio	>1
Debt Servicing Ratio	<3%
Total Debt to Assets Ratio	<35%

FINANCIAL SUSTAINABILITY (continued)	
Overarching Goals	Departmental Initiatives
Increase Non-grant revenue.	<p>The newly constructed waterfront centre will generate revenue from multiple sources including:</p> <ul style="list-style-type: none"> • membership • drop in fees • rentals • food sales • summer camps. <p>Increase the number of summer conferencing/guests in Residence by connecting with companies (ministries) who are employing students during the summer or on internships.</p> <p>Advertising summer short-term and long-term stays via social media to maximize guests in Residence.</p> <p>Athletics will undertake numerous fund-raising initiatives including:</p> <ul style="list-style-type: none"> • Scholarship dinner • Adopt a Cougar • IPTAY program • Sponsorship • Football Camp • Fun Run. <p>Alumni to generate revenue through various initiatives:</p> <ul style="list-style-type: none"> • Diploma frame sales • Launch online sales of branded clothing and accessories • Sponsorship at Golf Tournament and other events. <p>Realize savings through facility enhancements that reduce energy costs.</p>



INSTITUTIONAL COLLABORATION AND PARTNERSHIPS	
Overarching Goals	Departmental Initiatives
Partner with Universities for 2 plus 2 programming	<p>Work in conjunction with the School of Community Services to identify and facilitate 2 plus 2 agreements for the Social Service Worker – Indigenous Specialization program.</p> <p>Athletics will promote the 2 plus 2 agreements when recruiting athletes.</p> <p>The Computer Science program is working towards a 2 plus 2 agreement with Algoma University.</p> <p>The Fitness and Health Promotion program will implement a 2 plus 2 agreement with Lake Superior State University.</p> <p>The OTA/PTA program will finalize a 2 plus 2 agreement with Lakehead University.</p>
Increase number of International College Partners	<p>Partnerships will be explored in the Philippines.</p> <p>Strengthen key markets through pursuit of articulation agreements in the Philippines and Vietnam.</p>
Continue to pursue a Public – Private Partnership	<p>Sault College will continue to prepare for the lifting of the moratorium on Public – Private Partnerships.</p> <p>Sault College will:</p> <ol style="list-style-type: none"> a. Continue to participate on the Colleges Ontario Public-Private Partnership task force b. Continue to work towards finalizing an agreement in principle with a potential partner as well as prepare internally (programs, recruitment, IT) to be ready to proceed if/when the moratorium is lifted

FINANCIAL PLAN

FOR 2019-2020

The College financial plan is comprised of two budget components – operating budget and capital budget.

OPERATING BUDGET

The operating budget represents the revenues and expenses associated with the day-to-day operations of academic, student, ancillary and support services.

Revenues are generated primarily from operating and special purpose grants from the government of Ontario and student tuition fees. Grant revenues are also generated from other Provincial and Federal government programs when available. In addition, revenues are generated from contracted services and ancillary operations such as the parking, residence and facility rentals. Student enrolment is a critical component in determining operating budget revenues as the enrolment is directly related to tuition and ancillary revenues.

College expenses include, but are not limited to, salaries and benefits, supplies and materials, recruitment, utilities, contracted services and other non-salary related expenses. For programs, budget expenditures are based on projected enrolment and prior year actual costs. The contribution margin from the academic programs (operating grant plus tuition fees less direct and indirect program costs) allows for overhead and support costs as well as program development, academic program review and accreditation activities, and support for research activities.

CAPITAL BUDGET

The capital budget presents the funding sources and uses for capital expenses. The annual capital budget outlines the College's plans for the year for infrastructure projects, such as program equipment, information technology, deferred maintenance and facility improvements.

Funding sources for capital include allocations from MTCU, Board reserves, donations and student levies. As well, the College submits applications to Federal and Provincial government initiatives, and other funding agencies, such as Northern Ontario Heritage Fund Corporation, National Sciences and Engineering Research Council and FedNor, for certain initiatives and as these sources are confirmed, the amounts are reflected in the capital budget and forecast.

2019-2020 OPERATING BUDGET

Sault College, with our main campus in Sault Ste. Marie, is deeply committed to the Northern Ontario region and growing the provincial economy. Educating over 4,500 students each year, the College has a significant economic impact on the local community, with spin-offs in excess of \$158 million in overall annual economic impact (CQI 2012). The organization is a major contributor to the livelihood of our region and is committed to continuing to enhance the North's economic impact and development.

As the College moves into the next phase of its life cycle, it must now focus on sustainability in a region experiencing population decline and an aging demographic. As a result, the College seeks to expand into new markets domestically and internationally. Thus, the College is adjusting its operations to ensure quality programming and services are maintained going forward.

The College must focus its attention to maintaining the student enrolments and on student retention. In addition, the College is committed to maintaining the high quality of programming and services as reported in the Student Satisfaction KPI results.

BUDGET PRINCIPLES

Revenue generating activities will be realized by maximizing the utilization of existing resources - both human resources and others. Capital expenditures will be evaluated within the context of the strategic plan and program review and renewal and, will allow for appropriate renewal of resources. In assessing capital expenditure requests, departments shall assess the implication of lack of requested capital funds in departmental plans, and identify alternatives, including the restructuring of services.

BUDGET ASSUMPTIONS

- Enrolment planning is determined on the basis of application data available when the budget is developed and historical retention trends
- Grant projections are based on the college funding model established by the Ministry of Training, Colleges and Universities. The model has three major categories of funding:
 - Enrolment-based Envelope – funding is allocated by enrolment levels and includes a Core Operating Grant allocated through a corridor mechanism and Health-Related Funding
 - Differentiation Envelope – funding to be allocated based on performance as measured against metrics and mission-related grants
 - Special Purpose Grants – grants to address government and system priorities, such as initiatives to improve access for Indigenous learners and students with disabilities
- 10.0% decrease in the Domestic Tuition fee rates for operating grant funded programs further to Ministry announcement in January 2019
- International student enrolment budget to increase 71.7% over 2018/2019



THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY BUDGET - 2019 / 2020

STATEMENT OF OPERATIONS

(in thousands of dollars)

Year ended March 31

	Cashed Based 2019 / 2020 Budget
Revenue:	
Grants and reimbursements	36,094
Tuition fees	21,580
Ancillary operations	3,783
Other	4,451
	65,908
Expenses:	
Salaries and benefits	45,763
Instructional supplies	2,154
Contracted services	8,654
Utilities, maintenance and taxes	4,430
Interest and bank charges	355
Travel and professional development	1,035
Training subsidies and allowances	1,563
Supplies and other expenses	2,494
	66,448
Excess of revenue over expenses	(540)

THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BUDGET PRESENTATION - 2019 / 2020

REVENUE

(in thousands of dollars)

Year ended March 31

	Cash Based 2019 / 2020 Budget
Grants and reimbursements:	
Operating Grant	
General Purpose	16,046
Special Purpose	12,387
Apprentice training	1,580
Ontario training strategies	5,313
Other	768
	36,094
Tuition fees:	
Full time post secondary	19,963
Other	1,617
	21,580
Ancillary operations	3,783
Other:	
Contract educational services	455
Sale of course products and services	225
Miscellaneous	3,771
	4,451
	65,908

THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BUDGET PRESENTATION - 2019 / 2020

EXPENDITURES

(in thousands of dollars)

Year ended March 31

	Cash Based 2019 / 2020 Budget
Salaries and Benefits	45,763
Building Repairs and Maintenance	269
Contracted Services	8,654
Equipment Maintenance and Repairs	1,616
Furniture and Equipment Purchases	274
Grounds Maintenance	191
Instructional and Resource Supplies	2,154
Interest and Bank Charges	355
Janitorial and Maintenance Supplies	80
Municipal Tax Levy	222
Office Supplies	746
Premise Rental	336
Professional Development	100
Promotion and Public Relations	863
Provision for Doubtful Accounts	50
Staff Employment	106
Training Subsidies and Allowances	1,563
Travel and Conference	935
Utilities	2,052
Vehicle Expense	119
	66,448

THE SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY BUDGET PRESENTATION - 2019 / 2020

CAPITAL BUDGET

(in thousands of dollars)

	2019 / 2020 Budget
Capital Funding	
College Equipment Renewal Fund	647
Facilities Renewal Program	550
Apprenticeship Equipment Fund	264
Total Capital Revenue	1,461
Capital Expenditures	
College Equipment Renewal Fund	647
Facilities Renewal Program	550
Apprenticeship Equipment Fund	264
Other Projects	87
Deferred Maintenance Projects	150
Total Capital Expenditures	1,698
Capital Funding Surplus / (Deficit)	(237)



BOARD OF GOVERNORS

As representatives of the community, the Board of Governors of Sault College is the governing body that strives to provide learners with high quality education and training. The Board of Governors are responsible for setting the college vision, strategic direction and overall goals and outcomes, approving the college's annual business plan, budget and annual report.

Sault College is proud of the dedicated leadership demonstrated by our Board of Governors and for their commitment of which each gives freely of time and expertise to ensure that the best interests of the students are served and that academic excellence is maintained.

Current Board Members

Chair	David Zuccato
1st Vice Chair	Jason Naccarato
2nd Vice Chair	John Stadnyk
Governors	Thomas Ambeault Jeff Barnes Jonathan Boyer-Nolan Lou Buffone James Caicco Christopher Czop Brad Delorenzi Lyne Gagnon Peter Hewgill Shauna Hynna David Nanang David Oraziotti Matthew Shoemaker Marnie Yourchuk



SAULT
COLLEGE

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