

OUR STUDENTS

OUR COMMUNITY

OUR INSTITUTION

STRATEGIC
PLAN 2004~2009



Chair's Message

To: Minister of Training, Colleges and Universities

Dear Minister:

The Sault College Board of Governors is pleased to submit our institution's 2004-2009 Strategic Plan.

In formulating this document, we have considered our immediate and larger operating environments, your government's directions and priorities, and the Ministry of Training, Colleges and Universities' Annual Business Plan.

Sault College's strategic directions clearly reflect a vision based on three foundation pillars: student success, community success, and institutional success.

Specific objectives identify those actions necessary to fulfill our vision over a five-year period.

The strategic plan provides the basis for the development of departmental operational plans which, in turn, and will lead to an overall, comprehensive business plan for Sault College.

We are confident that through this strategic plan, Sault College will enhance service to students, strengthen our contributions to Sault Ste. Marie and the District of Algoma, and help Ontario to move confidently forward into the future.

We look forward to working with you and your officials on behalf of public education excellence in Ontario.

Yours sincerely,

Jim Boniferno
Chair,
Board of Governors

Background to Strategic Plan Development

As an instrument of provincial social and economic policy, Sault College welcomes the government's commitments to public education and Northern Ontario.

Our 2004-09 strategic plan outlines how Sault College will contribute to the futures of our students, community, and province.

We serve immediate and regional geographical areas that have been hard hit economically since the early 1990s. During the past decade, Sault Ste. Marie's population has declined by 8,000 residents. Population losses are widespread across much of Northeastern Ontario, and the North's percentage of Ontario's total population is lower than at any point in the past century.

Particularly compelling is the ongoing out-migration of our youth. They leave not because they want to, but in search of better employment opportunities elsewhere.

While the challenges confronting Sault Ste. Marie and the District of Algoma are significant, our political, community, and business leaders continue to pursue new and brighter paths for our city and its citizens.

"Destiny Sault Ste. Marie" best emphasizes that commitment. This carefully conceived community initiative focuses on building employment and population through six "growth engines." One of these is "Knowledge Development," including "activities that support the knowledge-based economy, building education, research and/or training that will support innovation."

The "Destiny Sault Ste. Marie" economic diversification process recognizes the importance of Sault College as a vital contributor to knowledge-based growth. We are pleased that our strategic plan fully complements this major community priority. We look forward to helping our community and district grow into a more prosperous future.

In revising our strategic plan, we have recognized the evolving community and larger environments. Accordingly, objectives focus more tightly on priorities that are timely and responsive to external realities.

Substantial revisions to our 2000-2005 plan also reflect a change in senior administration since mid-2002. Following the selection of Dr. Timothy Meyer as President in June of that year, a totally new senior management team was assembled over the succeeding 18 months. Our new leadership has helped to shape new strategic directions for Sault College.

With a strong commitment to continuous quality improvement, Sault College is always focused on better serving learners and other key stakeholders. However, the most recent Key Performance Indicator results underscore how effectively Sault College is meeting the needs of students, employers, and society.

Sault College's strengths are further emphasized in "Building Sustainable

Community and Economic Success," a 2002 report prepared by independent consultants Carr-Gordon Limited. While extolling Sault College's many achievements, the consultants also identify new opportunities for collaboration with Algoma University College. Our strategic plan includes the pursuit of new joint-programming options for students.

Our plan also focuses on expanding partnerships and academic opportunities in key sectors, including health and transportation. Sault College will increase skilled trades rail-based training initiated through partnerships with CN, the Railway Association of Canada, and George Brown College.

We are also working with other partners to increase health education opportunities in the North. Again, we will build on strength, Sault College being a major partner in the province's most successful Collaborative Nursing degree program. Our partners include Laurentian University, Cambrian College, and Northern College. We also work closely with Sault Area Hospital and many community agencies.

A long-standing leader in Native education and training, Sault College is also committed to serving ever-larger numbers of aboriginal learners during the years ahead.

Sault College's 2004-09 Strategic Plan will be reviewed annually, and adjustments will be made as circumstances and environmental factors warrant.

The linkages of our complementary processes are shown on the following page.

Each year, Deans and Directors develop their operational and budget plan based on key strategic areas and strategic objectives approved by the Board of Governors.

Organizational goals, further articulated by senior management in conjunction with input from various stakeholders, provide direction for institution-wide operational planning.



Student Success

Curricula, Programs

Sault College is committed to providing relevant, quality courses and programs.

Instruction

Sault College will demonstrate highly proficient teaching, responsive to the needs of our students.

Student Services

High quality student services will be a hallmark of Sault College.

Native Education

Sault College will be an educational destination of choice for the growing Native population.

Community Success

Training and Development

Sault College is committed to meeting the training needs of the local and regional workforce of Sault Ste. Marie and the district of Algoma.

Partnerships

Sault College will expand and develop new partnerships to enhance the College's socio-economic benefits to the region and the city.

Service to Our Community

Sault College will make a positive contribution to the economic, cultural and social well being of our region and the city.

Institutional Success

Financial Strength

Sault College will build our financial strength by effectively managing our enrolment and financial processes.

College Services

Sault College will provide exceptional customer service.

Our People

Sault College is committed to our people through the development of their skills, knowledge and support of excellence.

Student success through academic excellence and research

RESPECT, TRUST, FAIRNESS • EXCELLENCE • OPEN, EFFECTIVE COMMUNICATION • PARTICIPATION

Our Linkage Model

Strategic and Operational Planning

At Sault College it is important that our actions link directly to the achievement of our purpose. Our linkage model illustrates the link from our purpose, values, key strategic areas and outcome statements articulated by the Board of Governors. The strategic objectives and organizational goals are set by the President's Executive Committee through consultation with stakeholders. Annual operational plans are drafted by the Deans and Directors in conjunction with their departments outlining what will be done during the year to move toward the outcomes of our strategic plan.

Purpose
Values
Key Strategic Areas
(Board Outcome Statements)

Strategic Objectives
(Senior Management)

Organizational Goals
(Divisional Vice-Presidents)

Milestones
(Vice-Presidents
and Deans/Directors)

Operational Plan Objectives
(Deans/Directors and Staff)

Our Purpose

Student success through academic excellence and research.

Our Values

At Sault College, we recognize that students are both the primary purpose of our existence and our essential contribution to the prosperity, vitality, and leadership of our country.

As members of our College community, our purpose will be achieved through our attitudes, decisions, and actions as reflected in the following values:

Respect, Trust, Fairness

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

Excellence

We strive for excellence in our people and programs and take pride in the celebration of our achievements.

Open, Effective Communication

We encourage active and honest sharing of ideas and information, listening carefully and respecting the opinions of others.

Participation

We promote teamwork and joint decision-making. Cooperation and partnerships guide our work life.



Our Key Strategic Areas

Board of Governors Outcome Statements and Senior Management Strategic Objectives

Student Success

Outcome 1. Excellent Curricula and Programs

Sault College is committed to providing relevant, quality courses and programs.

Outcome 2. Excellent Instruction

Sault College will demonstrate highly proficient teaching, responsive to the needs of our students.

Outcome 3. Excellence in Student Services

High-quality student services will be a hallmark of Sault College.

Outcome 4. Excellence in Native Education

Sault College will be an educational destination of choice for the growing Native population.

Strategic Objectives:

- We will maximize graduation and completion rates.
- All curricula will align with relevant national employment standards, where such standards exist.
- All courses and programs will be constantly assessed to ensure they remain responsive to marketplace needs.
- All College employees will understand how their roles play a part in student success.
- Sault College will implement recommendations of “Building Strong Communities”, the Native strategic plan, to increase Aboriginal participation rates in the College population.

Community Success

Outcome 5. Training and Development

Sault College is committed to meeting the training needs of the local and regional workforce of Sault Ste Marie and the District of Algoma.

Outcome 6. Partnerships

Sault College will expand and develop new partnerships to enhance the College’s socio-economic benefits to the region and the city.

Outcome 7. Service to Our Community

Sault College will make a positive contribution to the economic, cultural, and social well-being of our region and city.

Strategic Objectives:

- Sault College will be the trainer of choice for Sault Ste Marie and the District of Algoma to ensure the area’s workforce receives training relevant to regional needs.
- Sault College will participate in economic, social, and cultural activities.
- Partnerships and strategic alliances will be expanded to enhance programming that strengthens the College’s socio-economic benefit to Sault Ste Marie and the District of Algoma.
- Sault College will provide a positive socio-economic return-on-investment for its stakeholders.

Institutional Success

Outcome 8. Financial Strength

Sault College will build our financial strength by effectively managing our enrolment and our financial processes.

Outcome 9. Excellence in College Services

Sault College will provide exceptional customer service.

Outcome 10. Excellence in Our People

Sault College is committed to our people through the development of their skills, knowledge and support of excellence.

Strategic Objectives:

- Financial viability will be maintained.
- Enrolment will be optimized to take advantage of any possible changes to the college funding formula.
- Quality customer service standards will be defined and adhered to.
- Programs and services will be regularly reviewed to ensure their effectiveness and relevance.
- Credentialing will be pursued when it offers tangible, value-added benefits for programs, students, and faculty.
- Encouraged by comprehensive human resource planning and programs, a highly skilled and motivated workforce will contribute to the success of our students.