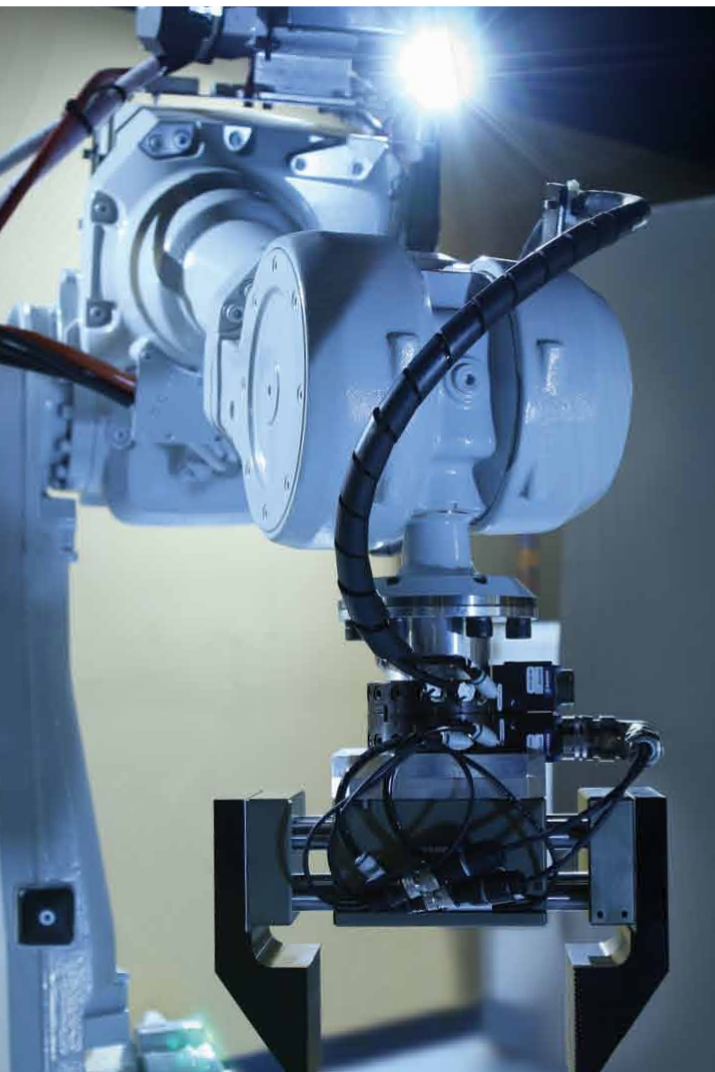




SAULT  
COLLEGE

# LEADING THE WAY

2016-2020 STRATEGIC PLAN



**#1 IN THE PROVINCE  
2 YEARS IN A ROW  
AS RATED BY STUDENTS**



Multiple choice questions

Question	Answer
1. The first part of the book is about...	a) the history of the book
2. The second part of the book is about...	b) the structure of the book
3. The third part of the book is about...	c) the content of the book
4. The fourth part of the book is about...	d) the style of the book

Support your learning

Read the text and answer the questions. Write your answers in the spaces provided.

1. What is the main purpose of the book?

2. How is the book organized?

3. What are the main topics covered in the book?

4. How does the author present the information?

# PRESIDENT'S MESSAGE

Five years ago, our organization set our sights on an ambitious goal few thought possible: to become the pre-eminent postsecondary institution in Ontario. For five years, our staff, partners, and community worked tirelessly towards this goal and were undaunted in the focus on our mission – to provide an unprecedented level of education to our students and transform lives in doing so.

It worked!

For two years in a row, the Ministry's Key Performance Indicators (KPIs) have found Sault College to be the highest rated publicly funded college in the province for student satisfaction, with scores that have not been surpassed since the survey's inception. Our faculty and staff feel a tremendous pride in what we have accomplished in becoming the premier student centred postsecondary institution in the province.

To lead the way, we looked back to see how far we have come, but not for long. Our "Journey to Greatness" has led us here, but we must once again re-invent ourselves and envision what excellence will mean for our students, organization, industry and Aboriginal partners at a point five years into the future. When 2020 arrives, a new future for Sault College will be underway guided by the principles and aspirations outlined in this plan.

As you will see, we have expanded upon the theme of the four Ps we originally created back in 2010, and now have six: People, Programs, Partnerships, Place, Pedagogy, and enterPrise (ERP). Over the next five years, our organization will be unyielding in our determination to remain in the lead in preparing students and apprentices for the workplace and enhancing student pathways in postsecondary education. We remain a significant economic driver in our Northern Ontario region (\$150+ million annually) and will not cease in our efforts to undertake the important work needed to do so.

Our traditional commitment to Aboriginal achievement has recently received even greater prominence. We have signed a National Indigenous Education protocol and are resolved to make a further contribution to the reconciliation between Aboriginal people and other Canadians. Embedded in our new Strategic Plan is the pursuit of a renewed relationship with First Nations, Métis and Inuit peoples and a commitment to move forward in a spirit of trust, collaboration and reconciliation.

In 2017, Sault College will join the provincial celebration of the 50th anniversary of the College system. This poignant milestone will provide an Ontario-wide reflection on the significant economic and social impact of colleges while speculating about the possibilities for the next 50 years.

We are eager to lead the way with you.



Dr. Ron Common  
President, Sault College

# CHAIR'S MESSAGE, BOARD OF GOVERNORS

Beginnings are powerful. As we embark on our new five-year journey together, we do so with the knowledge that there are many things Sault College is already doing well.

Our “Journey to Greatness” over the past five years has resulted in us achieving our strategic mission: to be the best at what we do. We have embraced entrepreneurship and innovation by being nimble and agile. We have been accessible to a growing number of students who have come here seeking a rewarding career or additional education, and we have trained specialists and professionals to meet the needs of government, industry, and business.

Now, as we lead the way to the year 2020, we will invigorate the teaching, learning, and applied research so central to our success. This includes fostering a culture that promotes and supports innovation, where enhanced access improves teaching and learning. We do this to educate and train a diverse array of learners, including those from the international community, First Nations and Métis, and another growing cohort – baby boomers. We want to keep our talent in the north where it is most needed, and enhance the employability of our youth as well as the adults being called upon to help our economy grow.

For this strategic plan, our mission, vision, values have been refined as they represent who we are as an organization. The student statements that we created five years ago are the same. As we evolve as an organization, our core outcomes remain fundamental to who we are. They speak to the importance of the reason why we do what we do, and who we do it for.

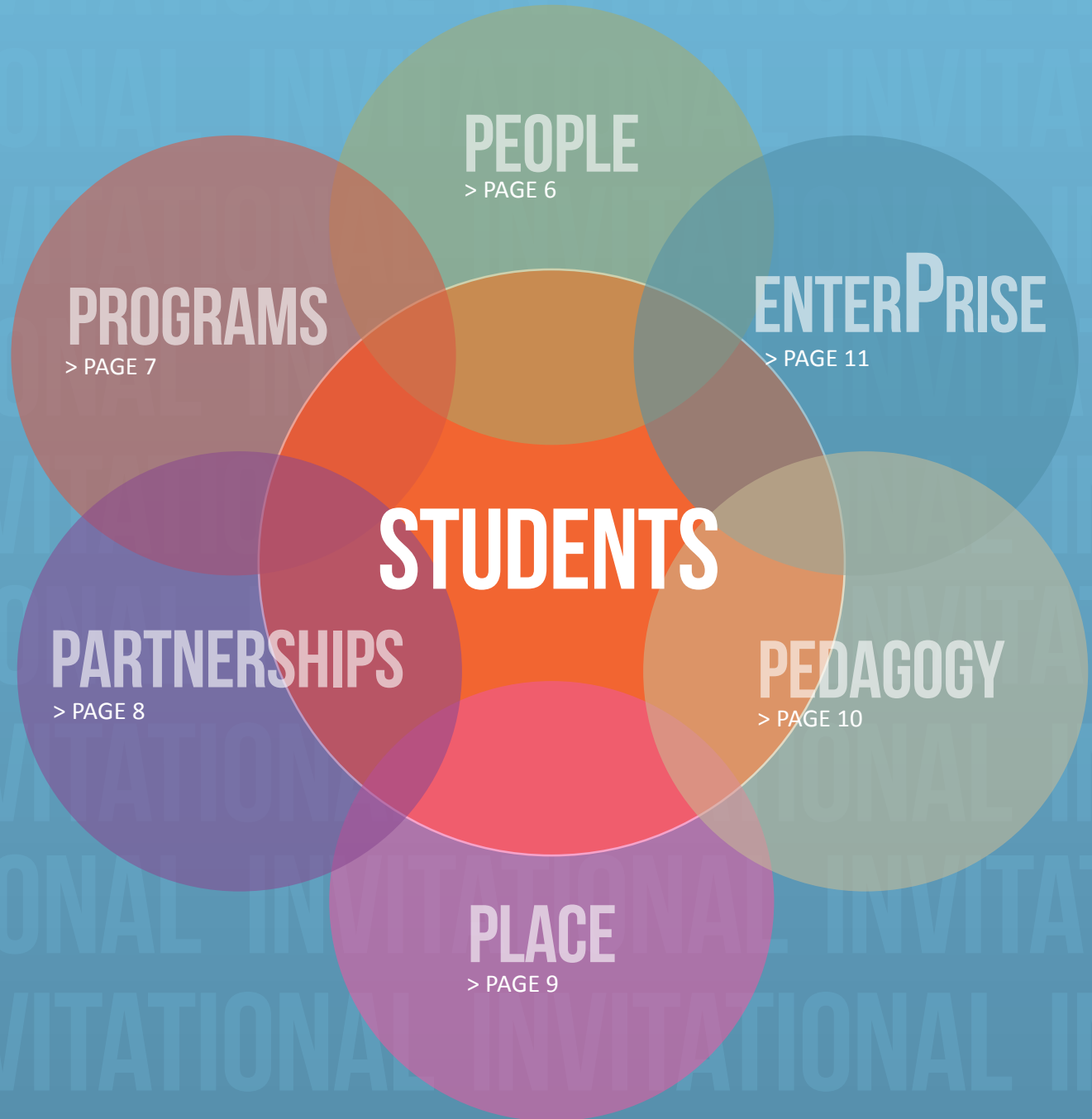
The action items identified in the following plan within each “P” are ways in which we will continue to lead the way. From this strategic plan the College will develop annual action plans to meet our goals and objectives.

Sault College has become a beacon of excellence for many, having transformed into a first-rate institution for learning and applied research at the postsecondary level. As we embrace the next leg of our journey, we do so knowing that the thrill of being in the lead also means continuing to take substantial leaps, smart risks, and innovative strides to better the field of postsecondary education for Ontario. We know that we have built something special here at Sault College. It is in this spirit that we undertake a new strategic plan that will continue to transform lives, careers, and workplaces for the better.



Peter Berlingieri  
Chair, Sault College Board of Governors

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# INTRODUCTION

Sault College experienced unprecedented success with the 2010-2015 Strategic Plan, Transformation: Our Journey to Greatness, with over 50 million dollars invested in campus modernization, an over 30% increase in enrolment, and two consecutive years of top performance in student satisfaction (2014, 2015) provincially as rated by students for Ontario's Key Performance Indicators. These successes were possible because of the people, partnerships, and programs at Sault College. We are driven to succeed for our students, apprentices, graduates and future students who have not yet arrived here to learn.

In the next five years, Sault College will face unprecedented challenges in the areas of enrolment and funding as the province experiences inequitable distribution of population growth and a significant provincial financial deficit. In the midst of these challenges, Sault College remains committed to succeed by leading innovative changes in postsecondary education and apprenticeship training.

Building on our achievements and remaining student focused, Sault College's people, programs, partnerships, place, pedagogy, and enterPrise will all be essential for us to persevere and thrive while operating within the realities of fiscal constraint. Sault College: Leading the Way, our organization's 2016-2020 Strategic Plan, articulates our deliberate and intentional focus on continually improving and leading greatness and innovation well into the future.

For this strategic plan, we have sought and synthesized stakeholder feedback including that of staff, faculty, students, community leaders, industry partners, and our board of governors, and we have identified how we will lead the way. This feedback was then assembled into six themes that resonate throughout this document: People, Programs, Partnerships, Place, Pedagogy, and enterPrise.



# CORE PROMISE

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."

Our college is successful when our students can make these statements.

# 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 continue to be recognized as the pre-eminent student-centred postsecondary 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 seek to continually improve and 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 a 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 Aboriginal communities.

# PEOPLE



The province of Ontario is changing and needs to be competitive nationally as well as globally in its response to talent, skills, research, innovation and growth for a new era. Sault College is a key part of that change. We want learners of all ages, genders, abilities, disciplines, interests and locations to access what Sault College has to offer so lives can be improved and the workforce has the talent it needs to stay on the leading edge.

As we lead the way in student satisfaction, Sault College will find new and effective ways to reach and serve diverse populations. These include First Nation and Métis students, international students, newcomers to Canada, learners in non-traditional fields, those with significant learning challenges, and our aging community. In so doing, we can continue to provide successful and well-trained graduates and apprentices for the industries that await them.

Such responsiveness means we are guided by an invitational approach to education; we intentionally prioritize and meet the needs of learners so that education is accessible for all. We will be flexible in our approaches while honouring our core value of excellence.

Sault College continues 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 will:

1. Lead the way in student satisfaction.
2. Produce graduates and apprentices who are ready to enter a demanding and changing workforce, including under-represented groups such as women in skilled trades, and those with significant learning challenges.
3. Support employee development to lead the way.
4. Invite and support employees who are student-first, tech savvy, open to change, and eager to capitalize on operational efficiencies.
5. Commit to increasing the number of Aboriginal employees as we strive for a workforce that reflects our student population.
6. Engage with stakeholders, especially those from Aboriginal organizations, to identify and implement training needs for future social and economic development.
7. Actively promote accessible admissions processes and preparation, including academic upgrading and other programs and services.
8. Intentionally invite students and employees to share their insights and recommendations for high quality service and learning.
9. Attract, support and graduate international students through the creation of an International Student Centre. Continue to facilitate global learning opportunities for students and staff.
10. Establish lifelong connections with our students and graduates so that they become well-connected and supportive alumni who strengthen one another and our organization.
11. Fully embrace technological innovation, including social and digital media opportunities, to capture, celebrate and promote people, places, programs and partnerships.
12. Inform our practices by understanding the diverse contexts and challenges of our prospective and current students.



# PROGRAMS



As a college, it is vital that we deliver high quality, job-ready programs that actively align our program mix to meet student demand and stakeholder needs. By observing trends in industry, we see that creating new programs where there are labour market needs is not only wise, but necessary. Given the enrolment and funding challenges that Sault College will face in the next five years, an ongoing strategic review of the allocation of College resources for all services and programs will be employed to maximize our returns on investment.

The landscape of industry and the ever-growing global competition for talent tell us that innovation, entrepreneurship, skilled trades and apprenticeships are needed more than ever. Idea-generation and implementation as well as disruptive technologies, like robotics, that change the way work is conceptualized and undertaken will be key to our progress. Delivering excellent and affordable healthcare to generations of aging Ontarians will also be critical for our province.

As we make strategic program decisions informed by comprehensive program and quality review processes, we will also develop new and revised programs that appeal to and serve various populations, including our adult learners, Aboriginal communities, seniors, and those in non-traditional fields. We will find new and innovative ways to deliver education and apprenticeship training that speaks to the needs of students and the industry they are coming from or are about to enter.

## To this end, Sault College will:

1. Create viable new programs where there is labour market need, such as in the areas of robotics, business, entrepreneurship, gaming, health, and community services.
2. Continue to offer programs that students want while expanding on existing areas of expertise including engineering, health sciences, applied arts, Native education, and aerospace.
3. Make strategic decisions through a comprehensive review that prioritizes programs and services.
4. Grow our capacity for pre-apprenticeship preparation while continuing to lead the way in the training and development of skilled trades workers and apprentices.
5. Develop programs that appeal to and serve our aging population.
6. Collaborate with Ontario colleges to advocate for stand-alone Bachelor of Science degrees in Nursing.
7. Expand the offering of graduate certificates and degree pathways in an effort to support continued education and competitive skill development.
8. Strive to continually improve the quality of our programming, including advanced and fully-integrated technologies that will fundamentally change the way we work, such as robotics, drones, and other innovation.
9. Expand co-curricular, recreational, arts and cultural initiatives to include areas of focus that appeal to a range of learners, including Aboriginal, international and seniors.

# PARTNERSHIPS



## ***Sault College's strong partnerships support our success.***

More than ever before, our continued strength will be dependent upon our ability to develop beneficial and relevant partnerships with those people and organizations within and outside of our sector. We need and want to continue to build and diversify these partnerships to best serve our learners and communities in all facets of college operations.

Key partnerships and collaboration at all levels of the organization are imperative for the success of our five year plan. Sault College is a significant contributor to Northern Ontario's economic growth, and we know that to continue to be so, we cannot operate alone.

To accomplish our strategic mission, we are open, innovative, responsive and pro-active in developing and maintaining partnerships locally, provincially, and globally, expanding the ways in which these collaborations work and what they can achieve.

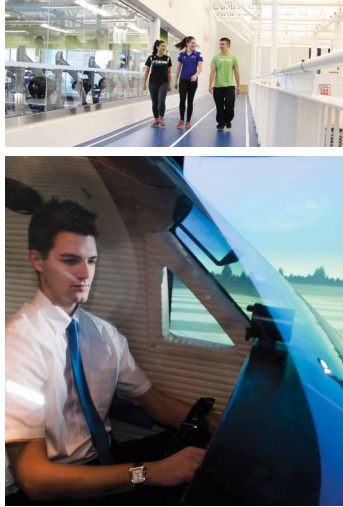
We recognize the significant role of the various aspects of these relationships. They help us deliver necessary education to our Aboriginal communities, re-engage older workers so that they can help contribute to Ontario's economic future, and further develop industry linkages that are critical for informing the direction and relevancy of our curriculum and programs. In all of these ways, we can meet changing labour market demands.

## **Our graduates and apprentices will develop the necessary skills to meet the needs of Northern Ontario's future.**

### **To make that happen, we will:**

1. Work collaboratively with our local school boards and postsecondary partners to maximize our collective expertise and resources for the benefit of our community.
2. Pursue innovative partnerships with Algoma University and Lake Superior State University that lead to greater opportunities for our students and apprentices, including expanded pathways of study.
3. Leverage and expand our industry and community partnerships to access funding opportunities that will enable us to meet recreational, social and economic development needs.
4. Continue to be a leader in community employment program delivery.
5. Realize our commitment to the Indigenous Education Protocol by seeking partnerships that positively impact First Nation and Métis communities and learners and by developing respectful curriculum and pedagogy from Indigenous perspectives.
6. Partner with northern colleges to promote Northern Ontario as a destination to live, study, work and visit, while also advocating for economic sustainability.
7. Expand upon and continue to strengthen viable partnerships with Aboriginal Training Institutes.
8. Establish partnerships that create international opportunities for learning, training, business development and cultural exchange so that our graduates will be ready for the global economy.
9. We will export educational services and assist international institutions.
10. Expand the role of the Applied Research Centre and actively seek projects that fund innovation and industry partnerships.
11. Participate in the creation of workforce development for a Gaming Centre of Excellence with associated programming including mobile and digital training.

# PLACE



Sault College has transformed the look and feel of our campus architecturally to reflect the greatness we have achieved in all aspects of our mission. Inspiring and invigorating spaces are central to allowing great thoughts to develop and new ideas to flourish.

We have created a modern and inviting space ready to serve students of all needs and disciplines. In this way, our campus has become intentionally inviting as a desirable location for student, community, and partner events and activities.

To continually improve and progress, we will need to develop new ways of meeting the needs of the student academically, culturally, recreationally, socially and personally, while also contributing to our community's development.

**We will enhance the student experience through strategic campus expansions and will seek support through the leveraging of partnerships that align with local resources as well as industry and relevant sources to:**

1. Develop a Centre of Excellence for Aboriginal Education.
2. Reflect the presence and impact of the Aboriginal culture and community throughout the organization, both visually and structurally.
3. Offer comprehensive and community-integrated early learning and child-care services with dedicated physical space to do so.
4. Explore off-site, in-community learning delivery options to encourage college participation throughout Northern Ontario and beyond.
5. Revitalize the Sault College Waterfront and Tennis Centre.
6. Support the community of Sault Ste. Marie in becoming the Alternative Energy Capital of North America by exploring a new Institute for Energy and the Environment (ie2) for training, retraining and innovation.
7. Position Sault College as the destination college ready to leverage our unique geographical assets and recreational partnerships to grow and sustain our enrolment.
8. Secure residence and off-campus housing opportunities for our ever-expanding out-of-region student population.
9. Ensure the Library reflects the needs of future students and supports faculty programming.
10. Support the implementation of the Energy Conservation and Demand Management Plan with a goal to maximize energy efficiencies at Sault College.

# PEDAGOGY



Our goal is for students to get the education they want and more, for industry to get the right people with the right skills for the right jobs, and for our communities to be strengthened by growth and prosperity. All of this begins with pedagogy – with reflecting on and refining what we are teaching our students and apprentices and how they are learning.

Excellence in pedagogy provides the foundation to meet student learning needs. To improve learning accessibility, curriculum and faculty enrichment at Sault College will focus on outcome-based learning resulting in greater access, success and retention for all learners, as well as graduation and employment readiness. As we do so, we will continue to strive for teaching and learning excellence.

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 is developing alternative delivery formats, redesigning classroom learning environments and enhancing technology in the classroom.

**Our pedagogical approaches as a postsecondary and apprenticeship training leader will include, but will not be limited to doing the following:**

1. Modify our semester delivery to enhance flexible learning options.
2. Facilitate experiential opportunities to enhance learning.
3. Ease the transfer of credits to allow students to continue their education.
4. Ensure applied, practical learning and high impact learning practices are incorporated into all programming.
5. Adapt program delivery to meet student and apprentice needs, including non-traditional, compressed or expanded delivery.
6. Increase work-integrated learning opportunities.
7. Create a teaching and learning centre to improve student and apprentice learning, leading to increased retention and graduate outcomes.
8. Infuse Aboriginal learning-approaches and diverse cultural contexts into pedagogical approaches and across the curriculum for the benefit of all learners.

# ENTERPRISE (ERP)

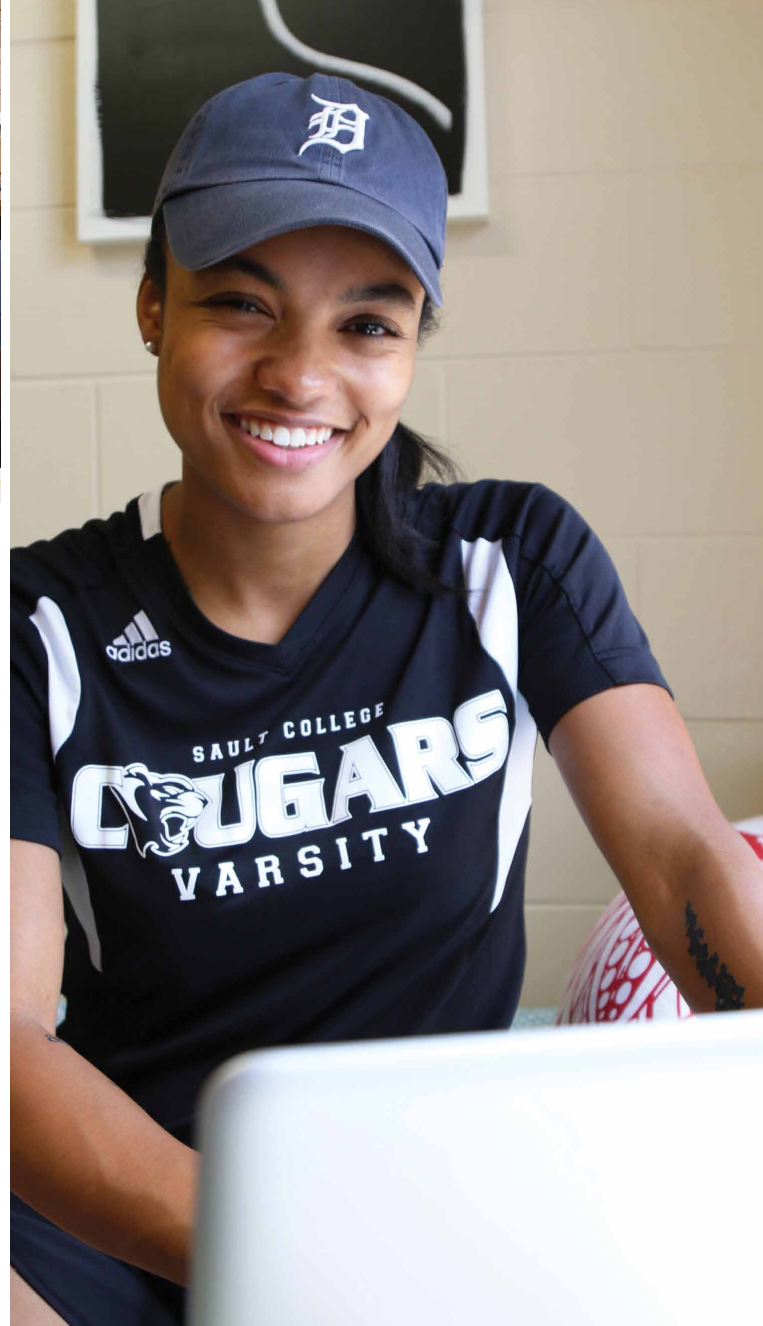


Sault College's campus modernization includes more than physical buildings and programs. Along with our revitalization, we have undertaken the implementation of a new Enterprise Resource Planning System that will better meet the needs of students and improve operational efficiencies.

We will become more agile and able to identify, track and proactively address financial pressures and sustainability issues. The ERP system will better enable students and apprentices to access necessary information and services, so that they can spend their valuable time doing what is most important: studying, learning, researching and applying what they have learned.

**To continue to advance in the critical area of technology, Sault College will:**

1. Have a fully integrated ERP including Human Resources Information System, Financial Information System, and Student Information System.
2. Optimize ERP implementation to access data and opportunities that realize operational efficiencies and improved processes, leading the way for better service and use of resources.
3. Identify, track and pro-actively address financial pressures and sustainability issues.
4. Make information and services easily accessible to students and apprentices whether on campus or via the internet.
5. Set the stage for provincial collaboration in the areas of shared service.
6. Employ best practices and fundamentals of continuous improvement to increase business efficiency and improve services.



# 2020

During this Strategic Plan, Ontario Colleges will celebrate a significant milestone: our 50 year anniversary. Colleges are not what they were 50 years ago. We have evolved dramatically beyond our trades-school roots and we know the pace of change will accelerate over the next 50 years.

Leading the way in the next five of those 50 years, Sault College is preparing for technological advances and so much more. In Sault Ste. Marie our quality of life is second-to-none and with the ever-increasing demands on our students, we will actively promote and encourage our students to fully participate in their education and more. With an abundance of year-round, outdoor recreational activities (skiing, snowboarding, tennis, hiking, and water sports, just to name a few) as well as international volunteer and study opportunities, Sault College will be *the* destination College.

In 2010, Sault College declared that students were the reason we exist and that all decisions, actions, strategies, and intentions were to be focussed on their success. This philosophy has not changed. We know that it will remain true for us five years from now. At Sault College, we will take what we have accomplished and go further with it. When the year 2020 arrives, Sault College students and graduates will be ready.

As we enter into the uncharted territories of our future, we must continue to improve, innovate and explore high-impact and technological approaches to teaching, learning, service-delivery and applied research as we improve access and retention for all learners. We will do this to strengthen our communities as well as our nation. We need to be even more curious and courageous than before to lead the way in College education.

By embracing the proponents set out in this document, we will do just that: continue to lead the way.



# APPENDIX (JANUARY 2016)

## Board of Governors

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Leo Tiberi, Vice President, Academic and Research

Janice Beatty, Vice President, Corporate and Student Services

## Academic Deans

Colin Kirkwood, Dean, Environment, Technology and Business

Angelique Lemay, Dean, Community Services & Interdisciplinary Studies

Fran Rose, Dean, Health, Wellness and Continuing Education





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