



SAULT COLLEGE

BUSINESS PLAN 2010/11



www.saultcollege.ca

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Sault College Business Plan 2010/11

INTRODUCTION

As Sault College expands to meet the growing needs of today's student and society, it is important for us to map out the steps needed to reach the results necessary.

Our business plan reflects the action items we will take to reach our goals as a student-centred and progressive learning organization.

Working together, our College is rising to the challenge of becoming better. Many of the action items identified in this document will require the collaboration of teams across the organization.

We know that through our efforts, we are touching the lives of people who learn with us, and as such, we are making a tremendous difference to society.

The Sault College 2010-2011 Business Plan has been prepared within the framework outlined in the college's newly developed strategic plan for 2010-2015.

The operational outcomes that Sault College is expected to achieve will be identified.

This 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 www.saultcollege.ca as specified.

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, innovative ways, including those we have not yet imagined.

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

Reaching the goals of Sault College's Strategic Plan will involve the combined effort of our organization and community partners who will be guided by the following:

Student-centred

We exist for the sake of our students.

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 an eco-conscious approach in all that we do.

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.

Strategic Plan 2010-2011

OUTCOMES

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.

PLAN OF ACTION

As part of the College's new strategic direction from 2010 to 2015 we will take action on the following four cornerstones resulting in the four student outcomes previously described:

- Programs
- People
- Partners
- Place (facilities)

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

Enhancing our Programs

OUTCOME 1

We will offer exceptional programs to our students to address and respond to industry needs according to trends in the economy. We have identified a number of action steps to revitalize our existing programs and introduce new ones, thereby positioning Sault College as best-in-class for the programs we offer.

Goal	Action/Tactic	Measurement/Results
<p>Implement a college-wide quality assurance and assessment strategy to ensure we meet and exceed student's expectations as well as local, regional and global labour market demand.</p>	<p>Adopt and implement activities outlined in the Strategic Implementation of a Quality Assurance Process plan developed by Academic Quality Assurance.</p> <p>Standardize syllabus format for curriculum planning and documentation.</p> <p>Review and revise customer service standards and implement customer service charter. Implement new feedback processes by end of fiscal year.</p> <p>Participate and provide information to college planning of new system.</p>	<p>Cyclical Program and Service Review operating.</p> <p>Annual Curriculum Review examined. Data reported systematically.</p> <p>Develop and pilot a template in two program areas. Evaluated outcome.</p> <p>Achieve 95% customer satisfaction rate and create format to publish results by end of March 2011.</p> <p>Sharing materials and resource that would be helpful in this type of system.</p>



OUTCOME 1 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Implement a college-wide quality assurance and assessment strategy to ensure we meet and exceed student's expectations as well as local, regional and global labour market demand.</p>	<p>Develop a local student evaluation form for Academic Upgrading.</p> <p>Review all Academic and Career Entrance (ACE) Level courses with respect to high school equivalent course.</p> <p>Review program report card data with faculty coordinators and report to advisory committee.</p> <p>Review 2009/10 student feedback for each program and review with faculty.</p> <p>Develop a plan for an approach to tracking student feedback.</p> <p>Discussion begins re: a formal approach for surveying and tracking employers' feedback.</p> <p>Review student feedback questionnaire, Key Performance Indicators (KPI) results, and program evaluations to determine areas for improvement in the Health Programs and recommendations for positive change. Prioritize recommendations.</p> <p>Submit Canadian Association of Schools of Nursing (CASN) Accreditation Interim Report for the Collaborative Bachelor of Science in Nursing Program (BScN).</p> <p>Submit documents for approval of the Practical Nursing Program by the College of Nurses of Ontario (CNO).</p> <p>Standardize syllabus format for curriculum planning and documentation.</p> <p>Develop course binders in two different program areas which contain all resources needed for part-time faculty.</p> <p>Review clinical part-time faculty evaluations & provide feedback.</p>	<p>Administer in-class student evaluation for each course in each semester.</p> <p>Updated tracking sheets & course outlines by June 2010.</p> <p>Fall advisory meetings.</p> <p>Reviewed with faculty by December, 2010.</p> <p>Feedback to indicate if programming is relevant to student needs.</p> <p>Improved results on the various evaluations. Increased student, graduate & employer satisfaction.</p> <p>BScN Program meets all accreditation standards.</p> <p>Achieve (CNO) approval for the Practical Nursing Program.</p> <p>Develop and pilot template in two program areas. Evaluate outcome.</p> <p>Pilot the use of course binders and evaluate the outcome.</p> <p>Part-time faculty are aware of student feedback-areas for improvement and areas of strength.</p>

OUTCOME 1 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Implement a college-wide quality assurance and assessment strategy to ensure we meet and exceed student's expectations as well as local, regional and global labour market demand.</p>	<p>Support accreditation (pilot) of Occupational Therapist Assistant /Physio therapist Assistant (OTA/PTA) program.</p> <p>Explore mandatory accreditation of the Pharmacy Technician program.</p> <p>Develop relevant quality measures for Financial Services.</p> <p>Develop relevant quality measures for Physical Resources.</p>	<p>Accreditation process of (OTA/ PTA) program received, timelines determined and preparation begun.</p> <p>Begin preparation for accreditation of the Pharmacy Technician Program.</p> <p>Establish measurement and tracking system for quality assurance.</p> <p>Establish measurement and tracking system for quality assurance.</p>
<p>Develop and implement new postsecondary and apprenticeship programs, with a focus on the strategic priority areas of Aviation, Health and Community services, Skilled Trades, Media and Design, Justice Studies, Energy, and the Natural Environment.</p>	<p>Have approved Health Science program available for delivery in 2011.</p> <p>Develop Landscape Architectural Program Partner with Aboriginal Financial Association to offer Certified Aboriginal Financial Management designation.</p> <p>Research and document opportunities for post secondary students that will increase their employability.</p> <p>Implement first intake of:</p> <ul style="list-style-type: none"> • Video Game Art • Journalism – New Media • Digital Photography and imaging • Renewable Energy and Green • Construction Techniques • Mechanical Technology • Metal Fabrication Technician • Welding Techniques • Peace and Conflict Studies • General Arts and Science – Arts <p>Implement Year 2 of new Natural Environment Technician/Technology program.</p> <p>Obtain Arborist/Utility Arborist TDA and have first intake of Level 1 Apprentices.</p>	<p>Develop Pharmacy Technician diploma program. Secure Ministry approval and be prepared to launch promotion campaign in fall 2010.</p> <p>Partnership and Certificate to promote no later than end of 2010/11 academic year.</p> <p>Courses are identified and potentially made available in 2010/2011.</p> <p>Students registered in all new programs.</p> <p>Seat purchase from Ministry of Training Colleges and Universities (MTCU) for apprentice training.</p>

OUTCOME 1 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Develop, enhance and increase the number of academic bridging, articulation, transfer, and collaborative agreements with other postsecondary institutions, including those located throughout the world.</p>	<p>Identify and bridge opportunities with Algoma University.</p> <p>Review and renew existing agreements.</p> <p>Work with Heads of Business on our proposal to develop an Ontario-wide Transfer Agreement for Business-Accounting programs to facilitate the transfer of students in respect of our two-year diploma to three year advanced diploma.</p> <p>Develop food safety and inspection courses for Environmental Health partnership with APH.</p> <p>Continue to work toward a Registered Practical Nursing (RPN) to BScN bridge within the North Eastern Ontario Collaborative Nursing Program (NEOCNP) Collaboration.</p> <p>Launch internal Civil Engineering Technician Transition School for Construction/Carpentry graduates.</p> <p>Develop Environmental Health/Public Health Inspector Degree program in collaboration with Algoma Public Health (APH) and Lake Superior State University (LSSU).</p>	<p>Meet with Algoma University counterparts to identify opportunities for possible academic bridging.</p> <p>Renew agreement with Laurentian University/Collaborative Nursing in 2010.</p> <p>Outcomes of proposal completed.</p> <p>Courses developed by end of winter 2011 semester.</p> <p>Complete and present a proposal for the RPN to BScN bridge to the NEOCNP Collaborative partners by June 2011.</p> <p>Students enrolled in Transition School.</p> <p>Accreditation from Canadian Institute (CIPHI) of Public Health Inspectors received.</p>



OUTCOME 1 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Encourage and promote a regional apprenticeship/ technician trades program in partnership with First Nation communities and area employers.</p>	<p>Deliver pre-apprenticeship Construction and Maintenance in partnership with Aboriginal Apprenticeship Centre and the Manitoulin Wind and Solar Institute.</p>	<p>Successful delivery of Pre-apprenticeship program within a First Nation community. Minimum of 20 registrants with 75% of participants successfully completing mandatory program elements.</p> <p>Deliver as per time lines documented.</p>
<p>Enhance student learning and experience by providing a full range of innovative and emerging technologies that are accessible, secure and user-friendly and have a demonstrable impact on student success and personal development.</p>	<p>Expand the use of simulation software in various disciplines in all program areas.</p> <p>Investigate the concept of providing an ACE Level student with the opportunity of registering in one post-secondary courses tuition free.</p> <p>Revise the approach to the teaching of computers to ACE Level students by offering a more structured format similar to post-secondary learning- stand-up teaching, formal start/stop dates. Scheduled test dates.</p> <p>Develop, in partnership with Niagara College, the delivery of a Niagara Wine Experience course for Culinary and Hospitality students.</p> <p>Implementation of Aboriginal Videoconferencing Role Modeling Program.</p>	<p>Recommendations by September 2010.</p> <p>For review by September 2010.</p> <p>For delivery by end of winter 2011. Potential stakeholders identified. Program parameters established.</p> <p>Course developed.</p> <p>Minimum of 3 videoconferencing sessions held.</p> <p>Statistical data recorded and participant feedback analyzed.</p> <p>Increased awareness of post-secondary educational opportunities and pathways.</p> <p>Promotion of post-secondary education as a realistic and viable option for Aboriginal youth.</p>

OUTCOME 1 Continued

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<p>Enhance student learning and experience by providing a full range of innovative and emerging technologies that are accessible, secure and user-friendly and have a demonstrable impact on student success and personal development.</p>	<p>Pilot lecture podcasting in Natural Environment program area.</p> <p>Deliver Aircraft Structural Repair courses via video conferencing to students studying at Fanshawe College.</p> <p>Capture pilot lecture and field activity video in Natural Environment program area.</p> <p>Integrate Continuing Education (CE) Programming – Learning Management System (LMS) into credit based and distance programming.</p> <p>Test a web-based microsite for Marketing of CE.</p> <p>Investigate use of electronic survey tool for evaluation of CE courses. (e.g. Survey Monkey)</p> <p>Assess online registration pilot for CE registration.</p> <p>Improve and support the use of LMS by part-time CE faculty who are assigned courses to teach.</p> <p>Invite all part-time faculty to take part in PD sessions to begin or improve use of learning technologies.</p> <p>Evaluate use of Personal Digital Assistants (PDAs) by Nursing students and provide recommendations.</p> <p>Provide necessary in-services to part-time and new full-time faculty to support utilization of the Clicker Technology.</p>	<p>Pilot lectures podcasted.</p> <p>Courses delivered.</p> <p>Video captured and archived.</p> <p>50% of CE teachers use LMS = decrease in copying/mailing costs.</p> <p>Decreased internal/external complaints re: challenges to information access.</p> <p>A decision is made to purchase or not.</p> <p>Recommendations are made for online registration.</p> <p>All part-time CE faculty teaching courses will be using LMS in Health area.</p> <p>Part-time faculty will be initiating use of various technologies to support their teaching.</p> <p>Recommendations from PDA Project Committee will inform the decisions made regarding use of PDAs by Nursing students in the practicum setting and whether introduction of this device needs to occur earlier in the programs.</p> <p>Increased number of teachers using Clicker Technology to support classroom learning.</p>

OUTCOME 1 Continued

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<p>Enhance student learning and experience by providing a full range of innovative and emerging technologies that are accessible, secure and user-friendly and have a demonstrable impact on student success and personal development.</p>	<p>Support growth & improvements in the Health Sciences simulation labs. Provide support to new programs – software, hardware and support throughout the academic year.</p> <p>Introduce and train faculty in the use of additional functionality of simulation tools to support the classroom.</p> <p>Explore with faculty, technologies available to support the classroom. Define pilot projects to introduce new technology supports into programs.</p> <p>Implement Clockwork data management system in Student Services areas.</p> <p>Explore options to provide all students in the classroom with Dragon Naturally Speaking assistive technology.</p> <p>Work with Student Services, Academics and Information Technology Services to identify ideas to improve Physical Resources related involvement.</p>	<p>Increased use of simulator labs by programs in the Health area. Increased complexity of scenarios used to support higher level learning as considered appropriate within Health Programs.</p> <p>Increased use of simulation to support learning in Interprofessional Education (IPE) opportunities.</p> <p>New Game Art Lab with state-of-the-art software and hardware. Watcom tablets introduced for student use. New Photography/Journalism iMac Lab.</p> <p>Increase use of classroom management application.</p> <p>Faculty expand use of LMS beyond grade book application.</p> <p>Student case/file management will improve and students will have more options for accessing services through technology.</p> <p>A pilot project will be developed and undertaken to identify issues and assess viability.</p> <p>Positive feedback from Student Services, Academics and Information Technology Services.</p>



OUTCOME 1 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Increase adult learning and accommodate mature students' interest in life-long learning and Continuing Education.</p>	<p>Review the potential of offering a certificate program in Office Administration.</p> <p>Continuing Education (CE) brand established.</p> <p>Marketing plan developed for CE.</p> <p>Research digital brochure for CE.</p> <p>Increase a number of courses that proceed, decrease in cancellations for CE.</p> <p>10 new courses for 2010/2011 for CE.</p> <p>2 new certificates for 2010/2011 for CE.</p> <p>Review profile of inactive certificates to determine relevance and success for enrolment.</p> <p>Staff will promote the Prior Learning and Assessment Recognition processes within the College.</p> <p>Review Mature Student Admission Testing Process.</p>	<p>Recommendations for offering a certificate and suggested format by October 2010.</p> <p>An identifiable brand is associated with CE.</p> <p>Marketing plan implemented.</p> <p>Decision made re: use of brochure and if proceeding, a launch date determined.</p> <p>Base Measure (BM) 15% cancellation met or exceeded.</p> <p>BM 20% new courses met or exceeded.</p> <p>New certificates are approved and launched.</p> <p>Certificate review completed and decisions made to a) cancel b) revise and promote.</p> <p>More adult learners and mature students will use prior learning and life experience to gain course credits.</p>
<p>Develop greater flexibility in programs by providing multiple entry points, shorter cycles of learning and modularized offerings.</p>	<p>Review alternate delivery options for the Anishinaabemowin Immersion program.</p> <p>Investigate the potential for self-directed customized learning plans.</p>	<p>Partnership developed with Contract Training department for alternate program delivery leading to a 10% increase in program enrolment.</p> <p>Opportunities for customized learning incorporating synchronous and asynchronous learning are documented.</p> <p>A plan exists to promote customized learning opportunities.</p>

OUTCOME 1 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Develop greater flexibility in programs by providing multiple entry points, shorter cycles of learning and modularized offerings.</p>	<p>Investigate summer programming activities e.g. compressed offerings, institutes.</p> <p>Consider the summer offering of Health courses in which students have not been successful but require to continue into the following semester or to graduate. (eg. PNG246;PNG260)</p> <p>Deliver Adventure Recreation program in compressed format in summer 2011.</p> <p>Revise Aviation program Standard Operating Procedures.</p>	<p>A plan is developed for summer programming strategies.</p> <p>Improve retention and graduation rates.</p> <p>Students registered in compressed programs.</p> <p>Improved retention of Aviation students.</p>
<p>Infuse all programs with a community-based project that develops students' commitment to society.</p>	<p>Identify existing programs and learning activities including community based projects.</p> <p>Continue to support, encourage and recognize the expansion of community-based projects in all of our programs.</p> <p>Document Culinary/Hospitality, Business Accounting, Natural Environment, Office Administration, Technician and Skill Trades programs community events and student contributions.</p> <p>Identify projects for those programs without one.</p> <p>Implement an off-campus student support program that incorporates the support and activities of Residence life in an off-campus environment. Increase engagement of out-of-town off-campus students.</p>	<p>Identify and document existing program/learning activities. Complete gap analysis.</p> <p>Projects reported in monthly Vice President Academic (VPA) report.</p> <p>Student events and contributions documented.</p> <p>All programs have at least one community-based project incorporated in curriculum.</p> <p>Students registered to participate in program. Increased activities for off-campus students. Two off-campus Community Advisors hired. Increased non-academic contact with off-campus students.</p>

Investing in our People (Students, Employees)

OUTCOME 2

STUDENTS

Sault College's most valued resource is our people. We recognize the need to engage our students, faculty and staff in our strategic efforts if we are to succeed in becoming a pre-eminent post-secondary institution.

Goal	Action/Tactic	Measurement/Results
<p>Recognize the unique needs of adult learners.</p>	<p>Implement Math and English tutoring program.</p> <p>Create one new programming activity for 4 target audiences –Youth, Boomer, Zoomer and Senior.</p> <p>Have Sault College identified as an “Age Friendly Community.”</p> <p>Incorporate technology into process for needs assessment and evaluation.</p> <p>Revise admission requirements and process for adult learners.</p> <p>Review supports to ensure they are flexible to address the unique needs of adult learners.</p>	<p>Aboriginal tutors hired to provide additional support in the areas of Math and English with a minimum of 10 sessions held per semester.</p> <p>Increased student success in Math and English.</p> <p>Audience-specific activities are launched.</p> <p>Continuing Education plays a leadership role in development of Age Friendly Community designation for Sault College.</p> <p>Technology for needs assessment and evaluation is explored and decision made.</p> <p>Entrance barriers are decreased; more adult learners are eligible to participate in courses.</p> <p>Service times will reflect student needs.</p> <p>Peer tutoring requests for courses above the current limit are considered.</p> <p>Student Success Strategy sessions specifically geared to adult learners will be offered at various times throughout the academic year.</p> <p>Student Life activities aimed at adult learners will be offered and promoted to all students who may be interested in attending.</p>
<p>Foster a culture of caring, compassion and inclusion for all learners.</p>	<p>Expand support programs for students living in Residence.</p> <p>Increase Residence staff knowledge of cultural and lifestyle diversity.</p>	<p>Additional Residence events/info sessions held to contribute to student engagement.</p> <p>Sensitivity/diversity training incorporated into training program for Residence staff.</p>

OUTCOME 2 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Foster a culture of caring, compassion and inclusion for all learners.</p>	<p>Develop programs and awareness weeks that focus on diversity and inclusion.</p> <p>Ensure hours of service and payment options are conducive to adult learners.</p> <p>Develop and implement of Aboriginal Mentorship Program:</p> <ul style="list-style-type: none"> • Determine stakeholder need/interest. • Establish program parameters. • Establish program pilot for September 2010. <p>Implement First Nation Transition Program</p> <ul style="list-style-type: none"> • Identify stakeholder needs/priorities. • Establish program. • Create and develop promotional plan and marketing materials. <p>Support existing student peer mentoring initiative.</p> <p>Support growth of Interprofessional Education (IPE) opportunities for students across the Health Programs.</p> <p>Continue to support annual social event for Health Programs.</p> <p>Encourage involvement in student advising by all or more faculty.</p> <p>Explore opportunities for supervised lab practice.</p>	<p>The addition of at least one diversity awareness week and/or one respect awareness week.</p> <p>Survey adult customers.</p> <p>Increased Aboriginal student morale and productivity. Increased Aboriginal student retention.</p> <p>Minimum of one session held. Increased Aboriginal student retention.</p> <p>Evaluation of effectiveness of peer mentoring with recommendations.</p> <p>Continue to have an annual IPE experience. Further development of IPE within one course. Evaluate and provide recommendations.</p> <p>Students, faculty & staff of all Health Programs have a gathering (Potluck Lunch) at the end of the Fall Semester for the purpose of sharing a meal and socializing.</p> <p>Increased identification of student issues earlier within semesters so interventions and support can be offered sooner.</p> <p>Budget for work study student(s) to supervise students practicing skills in Nursing labs.</p>

OUTCOME 2 Continued

STUDENTS Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Foster a culture of caring, compassion and inclusion for all learners.</p>	<p>Continued Professional Development regarding learning disabilities, disability services and Counselling Support.</p> <p>Welcome students to individual program and to Health Programs as a whole. Chair to visit every first year class to provide direct contact and information.</p> <p>Ensure staff understands their role of providing "Customer Service" and how it contributes to student success.</p>	<p>Student transition to and progress within the College learning environment is facilitated. Student success is reflected in retention and graduation rates. Quality learning environments are realized and nurtured throughout the College.</p> <p>Evidence of collegiality prevails across programs. High student satisfaction reflected in KPIs. Students act as ambassadors for their program and College.</p> <p>Constructive feedback from students will motivate staff to provide the students (customers) the best possible experience.</p>
<p>Increase student application, enrolment and retention through contact and recruitment strategies with high school students and elementary school students.</p>	<p>Increase understanding of secondary school expectations on students in order to build strategies to increase student capacity (transition) in first and second semester college.</p> <p>Expand on number of dual credit offerings in all of our programs.</p> <p>Participate and expand on opportunities to meet with local high school and elementary students – consider competitions of some kind to attract interest of these students in Business and IT programs.</p> <p>Initiate a revitalized student no show protocol to ensure students are contacted prior to day 10.</p>	<p>Engage in dialogue through SCWI contacts. Identify challenges that create barriers to success in first year of College.</p> <p>Develop strategies to build capacity in new students.</p> <p>Recommendation by start of winter 2011.</p> <p>Documented policy and procedure for fall 2010.</p>

OUTCOME 2 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Increase student application, enrolment and retention through contact and recruitment strategies with high school students and elementary school students.</p>	<p>Develop marketing strategies to promote Health Programs and careers locally through elementary school visits and visits to secondary school health courses (High Skill Majors). Involve current students as ambassadors for the programs. Utilize simulators to engage potential students.</p> <p>Have opportunities available for personal tours and advising by faculty member or Chair.</p> <p>Promote College programs at the professional level by engaging Guidance counsellors, high school teachers and parents in promotional activities such as: Gr. 9 tours, Gr. 10 visits, high-school/ College credit courses, and elementary and secondary school visits with simulators.</p> <p>Explore creative ways of marketing Health Programs. Engage students in promotional activities.</p> <p>Present Transition to College information to high school students with disabilities.</p> <p>Develop new admissions process for Aviation Technology program.</p> <p>Continue with the School College Work Initiative (SCW) outreach to elementary and high school students.</p>	<p>Schedule developed to visit elementary & secondary schools on a rotating basis. Increased applications to programs. Increase in applications from Sault Ste. Marie and District of Algoma.</p> <p>Survey results show benefit of personal contact as evidenced by registration of students who took advantage of personal tours and interviews.</p> <p>Evaluate results (statistical & anecdotal) of these initiatives in relation to all Health Programs. Review constructive feedback to support improvements, growth and change in promotional activities.</p> <p>A video and/or slideshow is developed to showcase health programs for use at marketing events. Video and slideshow resources to be readily accessible on Health Programs web page.</p> <p>High enrolment in the transition program and high retention rates among students that attended the Transition to College program.</p> <p>New admissions process in place for fall 2011 class.</p> <p>Providing grade 9 tours, hosting the First Lego League competition, etc.</p>

OUTCOME 2 Continued

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Goal	Action/Tactic	Measurement/Results
<p>Increase Native student applications, enrolment, retention, and participation in all programs, particularly apprenticeship programs.</p>	<p>Stay connected to The Aboriginal Financial Manager Association.</p> <p>Track the number of Aboriginal learners that come into the Academic Upgrading department and ensure that they are provided with information on post-secondary and apprenticeship opportunities.</p> <p>Prepare a Training Delivery Status application (TDA) to MTCU for the delivery of block training in General Carpentry for delivery in Elliot Lake rented facility.</p> <p>Dedicate resources to Aboriginal student recruitment.</p> <p>Increase Aboriginal Counselling staff.</p>	<p>Monthly reports generated.</p> <p>TDA approval/ decline received by start of winter 2011.</p> <p>Aboriginal student recruitment plan for 2010/2011 developed. Minimum of 15 First Nation communities visited. Minimum of 5 Aboriginal organizations visited. Increased awareness of Sault College post-secondary educational opportunities within the Aboriginal community. Increased Aboriginal student application/enrolment.</p> <p>Full-time Native Student Counsellor hired.</p>

OUTCOME 2 Continued

STUDENTS Investing in our People (Students, Employees)

Sault College's most valued resource is our people. We recognize the need to engage our students, faculty and staff in our strategic efforts if we are to succeed in becoming a pre-eminent post-secondary institution.

Goal	Action/Tactic	Measurement/Results
<p>Increase Native student applications, enrolment, retention, and participation in all programs, particularly apprenticeship programs.</p>	<p>Continue to collaborate with the Native Education Department & the Promotions Native Education Recruiter.</p> <p>Market at schools in Sault Ste. Marie and Algoma district that have a high population of Aboriginal students.</p> <p>Continue to visit First Nation communities with Simulation equipment.</p> <p>Continue with Peer Mentorship Program in BScN. Evaluate program.</p> <p>Continue to participate in local First Nation events, eg. Pow-Wows.</p> <p>Ongoing review of curriculum in Health Programs to keep it culturally safe and competent.</p> <p>Continue to develop partnerships and clinical placements with our First Nation communities and agencies.</p> <p>Have Native Student Counsellor assist students with application process.</p> <p>Have Native Student Counsellor assist students with disabilities and the accommodation process.</p> <p>Have Native Student Counsellor lead activities to ensure Native students have access to cultural experiences.</p> <p>Seek feedback from participants at all events to ensure activities are meeting needs of Native students.</p>	<p>Collaboration remains strong between departments.</p> <p>Increased number of Aboriginal, First Nations, Inuit and Métis student registrations.</p> <p>Increased number of Aboriginal, First Nations, Inuit and Métis student registrations from our local and Northern communities.</p> <p>Review evaluation of Peer Mentorship Program and consider development in other Health Programs. Increased Aboriginal, First Nations, Inuit and Métis student registrations in the Health Programs.</p> <p>Presence of College at Pow-Wows and local events.</p> <p>Course and program evaluations, as well as KPIs show student satisfaction with curriculum.</p> <p>Increase number of student placements and clinical learning opportunities in First Nations communities.</p> <p>Accuracy in application is ensured and student is assisted with any issues that arise during the process.</p> <p>Students with disabilities are able to access funding to assist with their learning and are able to receive accommodations in order to be successful.</p> <p>Native students will attend activities and will share their experience with others.</p>

OUTCOME 2 Continued

STUDENTS Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
Increase Native student applications, enrolment, retention, and participation in all programs, particularly apprenticeship programs.	Have Native Student Counsellor attend community events to promote the awareness of College programs and Native Student Services.	Awareness of programs and services increases within a variety of communities.
Enhance opportunities for students in need through campus employment, scholarships and bursaries.	<p>Continue partnership with TD bank re: hospitality and culinary bursaries at Take Five event.</p> <p>Investigate the operation of a food outlet on campus run by students for take out service two days per week during winter semester 2011.</p> <p>Implementation and promotion of Aboriginal Scholarship Clinic.</p> <p>In next budget, request funds for two work study students to supervise students in the practice labs and assist the Health Sciences Lab Specialist as needed (e.g. gathering resources for an upcoming lab class).</p> <p>Optimize the number of students who can be employed in the Student Life Centre (SLC) and Student Administrative Council (SAC) jobs.</p> <p>Actively train student staff through various programs and jobs (cross train in kitchen and security, train on food safety and health and safety).</p> <p>Continue to operate the student food bank and conduct food drives.</p> <p>Continue to update the Student Employment Services website as new information on jobs becomes available.</p> <p>Through High School presentations, Orientation Day and Information Days, the Financial Aid Office to continue to promote their programs and services.</p>	<p>Bursary secured for students in January 2011.</p> <p>Business plan by November 2010.</p> <p>Aboriginal scholarship/award database created. Minimum of one scholarship clinic held per semester.</p> <p>Open lab hours with senior student available to mentor novice student in practicing their skills. Increased student satisfaction evident in KPIs and program evaluations.</p> <p>Increased student staff and meaningful job experiences provided.</p> <p>Staff training program developed and implemented.</p> <p>Awareness and use of the food bank will continue to increase.</p> <p>Students will have the opportunity to view and apply for on campus jobs.</p> <p>New Financial Aid Office brochures created to promote the various services offered.</p>

OUTCOME 2 Continued

STUDENTS Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Enhance opportunities for students in need through campus employment, scholarships and bursaries.</p>	<p>Continue to maximize contributions to the Ontario Trust for Student Support.</p>	<p>Increased number and value of our annual Scholarships and Bursaries Awards, allowing students the opportunity to continue in their program without the financial burden.</p>
<p>Increase student access to College programs that are flexible in delivery.</p>	<p>Counsellors will work collaboratively with academic programs to direct students into flexible delivery programs if it is a viable option for the student.</p> <p>Financial Aid staff will ensure timely processing of OSAP applications.</p> <p>Summer intake of Adventure Recreation and Parks Technician Program.</p>	<p>Information on flexible delivery programs will be shared with Counsellors and Financial Aid staff by College program areas.</p> <p>Students enrolled in flexible delivery programs increased.</p> <p>Students enrolled in Adventure Recreation and Parks Technician Program for summer.</p>
<p>Broaden the student experience and campus life.</p>	<p>Develop and implement an "Athletics Round Table."</p> <p>Increase Aboriginal student and community engagement.</p> <p>Support student initiatives and associations.</p> <p>Based on the understanding that students who are engaged in their campus are more likely to succeed in their program, we will increase out-of-classroom learning and social opportunities for our students. We will increase outreach and supports for students from outside of Sault Ste. Marie who live off-campus, as well as students with families, and non-traditional students.</p>	<p>Have active and defined membership-input into future direction of Athletics.</p> <p>Hire full-time Native Student Events officer. Stakeholder needs identified and prioritized. Minimum of two working relationships developed with a local Aboriginal organization. Minimum of ten Aboriginal cultural/social activities held.</p> <p>Increased active involvement of students in the Canadian Nursing School Association and the Aboriginal Nursing Student Association. Students continue with an annual charitable event, such as Relay for Life or Shinerama.</p> <p>Creation of Sault College Community Access Network. Increased retention rates.</p>

OUTCOME 2 Continued

STUDENTS Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
Broaden the student experience and campus life.	<p>Develop more diverse programming to meet the expectations of more students. Encourage students to participate in class chapters, SAC and senate.</p> <p>Improve facilities and property.</p>	<p>Increased student participation at events. Better event attendance. Higher senate attendance.</p> <p>Improved KPI results regarding physical campus.</p>
Increase Key Performance Indicator Student and Graduate Satisfaction rates and Graduate Employment rates.	<p>Increase retention rate in Culinary and Hospitality programs by 20% over the five year average.</p> <p>Review retention data for Business and Office Administration (OA) and establish targets for improvement.</p> <p>Set up a system via the portal to encourage students to have their resumes reviewed by Student Employment Services before they graduate.</p> <p>Develop strategies to increase graduate success in locating employment.</p> <p>Develop comprehensive marketing materials to educate our local and regional employers about our course offerings and graduate availability.</p> <p>Develop and budget for a comprehensive yearly employer development program which targets our local and regional employers.</p> <p>Review job postings from 2009-2010 academic year to determine which programs are underrepresented in terms of numbers of available postings.</p> <p>Increase availability of labour market information to graduates and students throughout the academic year.</p> <p>Contact recent grads in the fall semester to record data on employment and to discuss the importance of the upcoming survey.</p>	<p>Measure to be taken in March 2011 and compared to five year average at same point.</p> <p>Faculty recommendations by March 2011.</p> <p>Campaign developed and implemented to encourage students to have their resumes reviewed by Student Employment Services before they graduate.</p> <p>Strategies would be documented and implemented for the Winter 2011.</p> <p>Completion of distribution list and development of informational material. Employers more aware of our course offerings and graduate availability.</p> <p>Completion of plan and distribution of marketing material to targeted employers.</p> <p>Data is available and analysed so as to guide further planning.</p> <p>The Statistics Canada Labour Market reports are linked to the new Student Employment Services website.</p> <p>Improved KPI results for Graduate Satisfaction and Employer Satisfaction.</p>

OUTCOME 2 Continued

STUDENTS Investing in our People (Students, Employees)

Sault College's most valued resource is our people. We recognize the need to engage our students, faculty and staff in our strategic efforts if we are to succeed in becoming a pre-eminent post-secondary institution.

Goal	Action/Tactic	Measurement/Results
Increase Key Performance Indicator Student and Graduate Satisfaction rates and Graduate Employment rates.	<p>Develop KPI Student Satisfaction Survey implementation guidelines.</p> <p>Develop systematic reporting of all KPI rates.</p> <p>Involve students through focus group work to identify expectations and improvement opportunities.</p> <p>Establish working group to focus efforts.</p>	<p>Guidelines defined and practiced to encourage increased Student Satisfaction rates.</p> <p>Key findings published by April 2010.</p> <p>Focus groups assembled and activities completed by February 2011.</p> <p>Working Group established by 2011.</p>
Increase international student enrolment and seek out international learning opportunities for Sault College students.	<p>Encourage on-going relationship between our Business faculty and Algoma University. Business faculty with respect to International Business topics and events.</p> <p>Expand Business Advisory Committee membership by including a resource person for international trade topics and opportunities.</p> <p>Investigate international partner for Culinary and Hospitality work placement and coop opportunity.</p> <p>Explore Public Health opportunities for students in international settings.</p> <p>Participate in PD re: international student service.</p> <p>Explore International Recruitment Strategy.</p> <p>Establish articulation agreement with University San Francisco de Quito for Natural Environment students.</p>	<p>Report by Chair by end of 2010.</p> <p>New resource person on Committee by May/June 2010.</p> <p>Partner established by placement period in Summer 2011.</p> <p>Two faculty research opportunities established and a process for a pilot learning opportunity in an international setting recommended.</p> <p>Knowledge is gained and shared within College.</p> <p>Meetings held to explore level of College involvement.</p> <p>Agreement established.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

Sault College's most valued resource is our people. We recognize the need to engage our students, faculty and staff in our strategic efforts if we are to succeed in becoming a pre-eminent post-secondary institution.

Goal	Action/Tactic	Measurement/Results
<p>Recruit and retain highly qualified and credentialed staff members who are invested in all aspects of student engagement and organizational success.</p>	<p>Create a system to tie competency to quality delivery.</p> <p>Hire new full-time professor in Academic Upgrading department.</p> <p>Part-time (PT) faculty experts are recruited from our partner organizations.</p> <p>Increase pool of part-time faculty with appropriate Masters degrees (or those in process) who are student focused.</p> <p>Support PT faculty to utilize available technologies which contribute to student learning and satisfaction.</p> <p>Engage Part-time faculty in College professional development sessions.</p> <p>Human Resources (HR) to actively participate in all faculty recruitment.</p>	<p>Annual competency building plans implemented with each full time staff member who is part of the team and build in coaching as part of the process.</p> <p>Professor hired.</p> <p>Students and the community identify our faculty as experts in their field.</p> <p>Increased number of qualified potential full-time professors available for succession planning.</p> <p>Increased student satisfaction rates.</p> <p>PT faculty have a greater feeling of connection to the College and increased knowledge base for role.</p> <p>Qualified, experienced staff are recruited and retained, with access to professional development.</p>
<p>Recruit and retain highly qualified and credentialed staff members who are invested in all aspects of student engagement and organizational success. Build on employee strengths through the sharing of best practices within the College and the broader education sector.</p>	<p>Continue participation on College Sector Executive Committee.</p> <p>Search out professional development opportunities for Support Staff person in Academic Upgrading.</p>	<p>Bring forward resources/materials/ suggestions that may impact our organization.</p> <p>Report via Vice President Academic (VPA) monthly reports.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Recruit and retain highly qualified and credentialed staff members who are invested in all aspects of student engagement and organizational success. Build on employee strengths through the sharing of best practices within the College and the broader education sector.</p>	<p>Include Support Staff person in Literacy Services Committee work and as well as Employment Ontario Committee.</p> <p>Deliver Cultural Competency Training for College Employees.</p> <p>Participate in provincial committees. Ensure response to calls for assistance from sister colleges.</p> <p>Solicit staff feedback on the development of policies and practices.</p> <p>Share Best Practices, across Sault College:</p> <p>1) Showcases Have an employee "showcase" a best practice by providing opportunities to share across all employee groups.</p> <p>2) Recognitions Break out "recognition awards" from the annual retirement/service luncheon – have an Employee Rewards and Recognition celebration at August Welcome Back BBQ.</p> <p>Continue to participate in Finance Listserv and discuss with financial services staff at other Colleges (best practices).</p> <p>Evaluate the Custodial Standard Operating Procedures developed by the Algoma District School Board.</p>	<p>Involvement of staff with committee work.</p> <p>Delivery of three hour cultural competency workshop for key College stakeholders including faculty coordinators and administrative staff. Facilitation of an Aboriginal-specific lunch and learn session. Support for four faculty members to attend National Aboriginal Human Resource Council conference September 2010.</p> <p>Positive feedback and increased profile in provincial networks.</p> <p>Feedback gathered from staff through surveys or focus groups, information sessions, staff meetings, etc. Policies and practices shared with broader groups.</p> <p>Staff will attend, present and lead professional development inside and outside College. Cost effectiveness of sharing a best practice and having others utilize it underway.</p> <p>Employees speaking to others about the College as a "great place to work," improved effectiveness, increased credibility and trust, increased morale.</p> <p>Modify financial services procedures to emphasize employee strengths, to become more effective and efficient in job performance and satisfaction.</p> <p>Increased knowledge of work practices will help reduce the number of workplace injuries.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Recognize and reward staff for ideas and approaches that optimize student learning and College resources.</p>	<p>Provide Support Staff with the responsibility and opportunity to be responsible for ensuring successful student orientation in Academic Upgrading.</p> <p>Participate in College-wide recognition and award programs. Thank staff for their initiative and efforts that are above and beyond expectations. Recognizing these actions can be done personally, via card or email, as well as publically at meetings or through the College newsletter.</p> <p>Provide "toolkits" to managers with ideas for recognition.</p> <p>Allocate a portion of monthly meetings to idea sharing and problem-solving.</p>	<p>Report via VPA monthly reports.</p> <p>Increase in staff and faculty satisfaction. Increase in staff and faculty motivation. Increase in staff and faculty participation as formal or informal ambassadors for Sault College.</p> <p>Positive feedback from managers and staff.</p> <p>Measure staff feedback through annual performance review process.</p>
<p>Develop and implement systematic evaluative processes that support College staff and the College's student-centred direction.</p>	<p>Have Employment Solutions office review and revise customer service standards and implement customer service charter. Implement new feedback processes by end of fiscal year.</p> <p>Evaluate application volume reallocations for Admission officers.</p> <p>Implement trial year of faculty Performance Appraisals and classroom visits. Re-tool existing Performance Appraisals for Support Staff/Administration.</p>	<p>Employment Solutions office will achieve 95% customer satisfaction rate and create format to publish results by end of March 2011.</p> <p>Analysis and recommendations completed by October of 2010.</p> <p>Feedback from staff through Performance Appraisal comments and other mechanisms.</p>
<p>Align and develop employee qualifications with existing and developing programs through anticipating and responding to changes in program and curriculum.</p>	<p>Support Business faculty who seek opportunities for obtaining new credentials and experience in areas that we want to explore for the program area.</p> <p>Prepare employee qualification criteria for teaching within the Pharmacology Technician Program.</p>	<p>Professional Development plans approved.</p> <p>Post positions and follow hiring processes to hire qualified faculty who are student centered.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Align and develop employee qualifications with existing and developing programs through anticipating and responding to changes in program and curriculum.</p>	<p>Re-align qualifications to teach in PSW Program so there is more involvement with teachers who are RPN or RN diploma prepared and have a secondary degree.</p> <p>HR to liaise with SALT on an annual basis to review the minimum qualifications requirements. Develop training plans and recruitment efforts that reflect the minimum qualifications requirements.</p> <p>The Support Employment Stability Committee develops a Support Staff Skills List. List is developed using demographic information such as retirement reports to use in workforce planning needs.</p> <p>Support ESC partners with the Academic division to offer education and training certificates/courses tailored to meet the future needs of the College.</p> <p>Support ESC development of a communication plan to be rolled out to all support staff so they are aware they can apply for funding to the Employment Stability Fund (ESF).</p>	<p>Qualified personnel teaching within PSW program. Utilization of PT & FT teachers with BScN or higher degrees in the PN & BScN Programs.</p> <p>Feedback from SALT/faculty that training meets the needs of the workforce.</p> <p>Increased support staff participation in training programs.</p> <p>More support staff access ESF funds.</p> <p>More ESF funds assessed.</p>



OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Expand and enhance accessible learning options for employees including online, distance, and workshops.</p>	<p>Deliver workshop series on LMS, evaluation strategies, classroom management.</p> <p>Deliver health & Safety and Accessibility for Ontarians with Disabilities Act (AODA) training.</p> <p>Consider having one PD session every other year which is applicable for all FT and PT faculty in Health Programs so all teachers in this area benefit.</p> <p>Collaborate within partnerships and other advisory committee members to offer PD sessions.</p> <p>Create HR/Health and Safety podcasts for staff to augment current on-line options (AODA and WHMIS).</p> <p>Promote professional development areas in annual performance appraisals that would assist the employees to improve job performance and satisfaction.</p>	<p>Workshops provided for CE specific requirements.</p> <p>Continuing Education meets requirements for legislated training.</p> <p>Increased faculty satisfaction. Increased faculty knowledge base and opportunity to network within Health Programs. Potential cost savings depending on speaker & workshop.</p> <p>Increased faculty satisfaction. Increased faculty knowledge base & opportunities to network. Potential cost saving strategy for all concerned.</p> <p>Development of podcasts used by staff.</p> <p>Staff pursues professional development that increases their job knowledge, skills and productivity.</p>
<p>Increase opportunities for staff participation in College planning and decision-making activities.</p>	<p>Employment Solutions office staff participation in business planning process for transition plan and business plan.</p> <p>Review potential of establishing a faculty member in Academic Upgrading as a coordinator.</p> <p>Encourage faculty to become involved on various College committees. Request input from faculty as part of the planning and decision-making process.</p>	<p>Document completed and sent to MTCU by May 2010 deadline. Implement teams and task groups. (Employment Solutions Office)</p> <p>Recommendations submitted by September 2010.</p> <p>Increased Faculty satisfaction. Improved transitioning through change process with faculty engagement. Increased pool of ideas, solutions and cost saving strategies.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Increase opportunities for staff participation in College planning and decision-making activities.</p>	<p>Coordinate employee forums and develop methods to solicit feedback.</p> <p>Canvas Financial Services staff for ideas that would improve processes, services and overall College direction.</p> <p>Continue to include maintenance workers in the planning and execution of facilities related projects.</p>	<p>Positive feedback from recieved forums.</p> <p>Feedback obtained from staff regarding current Strategic Plan and suggested changes and/or additions.</p> <p>Increased awareness and understanding of College staff. Projects are executed in a practical, cost-effective and maintainable manner.</p>
<p>Build on and enhance College wellness strategies for staff.</p>	<p>Further develop the use of Fitness & Health Promotion students/classes as an opportunity for "lunch time" employee fitness classes.</p> <p>Continue involvement of students from Health Programs in College-wide wellness initiatives.</p> <p>Seek out grants or alternative sources of funding to keep employee wellness initiatives available for staff.</p> <p>Encourage wellness activities, promote positive workplace behaviour.</p> <p>Educate College staff on the importance of workplace ergonomics.</p>	<p>Work with Fitness & Health Promotion program to have at least one unique fit class per week.</p> <p>Increased opportunities for health teaching by students. Increased opportunities for staff to learn about wellness strategies. College becomes a placement for students to gain clinical/community experience.</p> <p>Effective programs with good staff participation.</p> <p>Improved staff morale.</p> <p>Reduction in ergonomic related injuries.</p>
<p>Establish necessary research accreditation, principles and practices, and encourage faculty research opportunities that contribute to excellence in teaching and scholarship.</p>	<p>Develop Ethics review committee that has college wide participation.</p>	<p>Establish college committee and proceed with training.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Establish necessary research accreditation, principles and practices, and encourage faculty research opportunities that contribute to excellence in teaching and scholarship.</p>	<p>Use Health Sciences Scholarship Committee as a starting point for College-wide committee to encourage faculty in the many areas of scholarship.</p> <p>Partner with other agencies to develop research projects or encourage faculty to become involved with individual research projects through other institutions.</p>	<p>Sault College Scholarship Committee encourages and educates faculty regarding scholarship (Boyer's Model).</p> <p>Increased faculty satisfaction in meeting personal scholarship goals.</p>
<p>Encourage employees to reach beyond the College to serve our regional communities and industries by seeking opportunities for networking, mentoring, research and collaboration.</p>	<p>Obtain a list of organizations that the faculty in our department are involved with to illustrate community contributions by faculty.</p> <p>Provide faculty and staff with information about up and coming community events and encourage participation. Where appropriate, offer to subsidize their attendance should costs be involved.</p> <p>Purchase a department pass for Chamber of Commerce Take Five events and encourage faculty to use it.</p> <p>Formalize relationship with Superior East Education and Technology Centre.</p> <p>Partner with LSSU to re-establish a Nursing Honor Society which will further develop into an international chapter of the Sigma Theta Tau. Involvement in the Nursing Honor Society will be for those nurses in both of our communities who have the appropriate credentials and not only want to promote the nursing profession but nursing excellence and scholarship as well.</p> <p>Explore opportunities to network, mentor, and participate in research within our BScN Collaboration.</p>	<p>Partnerships documented.</p> <p>Communicated via VPA monthly reports.</p> <p>Pass purchased and used.</p> <p>Memorandum of Understanding (MOU) established by June 2010.</p> <p>Committee is struck to organize first chapter meeting. Increased opportunities for networking, mentoring, scholarship, etc. between nurses at Sault College, LSSU, local institutions or agencies (in Ontario and Michigan).</p> <p>Increased faculty satisfaction in meeting scholarship goals. Improvements to curriculum, delivery or resources based on research within the BScN Program.</p>

OUTCOME 2 Continued

EMPLOYEES Investing in our People (Students, Employees)

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Goal	Action/Tactic	Measurement/Results
<p>Encourage employees to reach beyond the College to serve our regional communities and industries by seeking opportunities for networking, mentoring, research and collaboration.</p>	<p>Support participation of Coordinators in Provincial stands for CAATs meetings.</p> <p>IT staff to become more involved with peers in the community as well as other colleges.</p> <p>Expand inter-institutional Teaching Conference to include network opportunities and encourage partnerships and scholarships.</p> <p>Encourage staff suggestions to expand volunteering.</p>	<p>Increased opportunities to network. Increased communication through the provincial college system. Quality programming based on Ministry, Provincial and Professional standards.</p> <p>Increased attendance at venues provided by local vendors. Participation at Ontario College Council of Chief Information Officers Information Technology (OCCCCIO IT) Conference.</p> <p>Increased attendance and increased inter-institutional partnerships.</p> <p>Obtain at least one staff suggestion that results in a positive external contact for the College.</p>
<p>Increase the awareness and understanding of health, safety and environment for staff</p>	<p>Discuss the importance of health and safety in monthly meetings.</p> <p>Develop and implement a Health, Safety and Environmental Management System.</p>	<p>Increase Health and Safety knowledge and address areas of concern within departments. Encourage suggestions for improvement to processes. Reduction of incidents.</p> <p>Increased knowledge of College staff, and improvement to process.</p>



Connecting with our Community Partners

OUTCOME 3

The support of our partners, industry and communities is essential to our success as an educational institution that seeks to grow. In countless ways, the support, engagement and strength of partners will guide us as an organization, enrich the relevancy of our curriculum and programming, create financial opportunities for advancing education and enhance the learning experience and work placement of students.

Goal	Action/Tactic	Measurement/Results
<p>Enhance and increase the number of new and expanded partnerships with the community and industry:</p> <ul style="list-style-type: none"> • Extencicare • Algoma Public Health (APH) • Economic Development Corporation (EDC) • Essar • Tenaris. 	<p>As part of transitional plan, seek out new partnership to complement our services in Sault Ste. Marie and Blind River.</p> <p>Review summer 2010 MOU with Tourism Sault Ste Marie regarding Agawa Train Tour. Expand relationship to operation of Canyon food services if practical.</p> <p>Four new partnerships developed in Continuing Education.</p> <p>SC/APH Agreement for Sault College to provide IT Services in new APH building.</p> <p>Explore cost saving/reduction opportunities with Algoma Public Health, Algoma University or other partners.</p> <p>Set and meet targets for Applied Research Centre partnerships.</p> <p>Expand the number of contact centre apprentices trained compared to 2009-10.</p>	<p>One new partnership where services are delivered in our centre or where a referral arrangement is developed. Ensure LBS and Employment Services have regular referral meetings.</p> <p>Recommendations report submitted by November 2010.</p> <p>Partnership agreements signed.</p> <p>Continued consultation during 2010-2011. Shared RFP's etc. for same/ similar items in new buildings. Service Level Agreement for IT Support in place by March 2011 if we are going to proceed.</p> <p>New initiatives to improve bottom line, performance or quality of service.</p> <p>Faculty and students involved in applied research projects.</p> <p>Number of apprentices trained increased.</p>

OUTCOME 3 Continued

CONNECTING WITH OUR COMMUNITY PARTNERS

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Goal	Action/Tactic	Measurement/Results
<p>Increase community and industry participation in program direction-setting.</p>	<p>Renew advisory committee membership.</p> <p>Schedule and conduct at least one Advisory Committees meeting in each program area in academic year 2010/11.</p> <p>Develop advisory committee for new program – Pharmacy Technician.</p> <p>Obtain input and advice for Health Programs from First Nations perspective.</p> <p>Increase advisory committee membership where required.</p> <p>Implement satellite Aviation advisory committee meetings to allow for out-of-area participation and increased membership.</p>	<p>Invite new membership in all advisory committees.</p> <p>Meetings as per proposed schedule conducted.</p> <p>Advisory Committee developed and meeting scheduled.</p> <p>Membership on advisory committees includes input from First Nations representatives.</p> <p>Advisory committees have full membership.</p> <p>Increased advisory committee membership.</p>
<p>Develop strategies to stay connected with our alumni.</p>	<p>Develop an Athletics Alumni Day/Night Games with social event to follow.</p> <p>Support reunions of classmates. Maintain contact with graduates whenever possible.</p> <p>Increase the number of students that register for the Student Employment Services job distribution lists by promoting the benefits prior to graduation.</p>	<p>Refine and enhance the current alumni program in place.</p> <p>First (BScN) Reunion organized. Facebook or other professional platform instituted to maintain contact with graduates.</p> <p>IT Support by reviewing and recommending software applications that will support initiatives.</p> <p>Hard to find grad list will be reduced. Increased graduate satisfaction. Increased graduate employment rate.</p>

OUTCOME 3 Continued

CONNECTING WITH OUR COMMUNITY PARTNERS

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Goal	Action/Tactic	Measurement/Results
Increase the number of innovative partnerships.	Strengthen Aboriginal community connections. Explore opportunities with clean energy sector. Set and meet targets for Applied Research Centre partnerships.	Identify Aboriginal community educational needs/priorities for 2010/2011. Opportunities explored. Targets reached.



OUTCOME 3 Continued

CONNECTING WITH OUR COMMUNITY PARTNERS

The support of our partners, industry and communities is essential to our success as an educational institution that seeks to grow. In countless ways, the support, engagement and strength of partners will guide us as an organization, enrich the relevancy of our curriculum and programming, create financial opportunities for advancing education and enhance the learning experience and work placement of students

Goal	Action/Tactic	Measurement/Results
<p>Meet the training needs of the local and regional workforce.</p>	<p>Continue to meet Health Human Resources needs in Algoma.</p> <p>Create transitional service plan for delivery of Employment Ontario Employment Services in Sault Ste. Marie and Blind River to assist job seekers and employers to meet their training needs.</p> <p>Continue to represent the College as a member of The Employment Ontario Network for our community and stay current with community labour issues.</p> <p>Evaluate the pilot project initiated in CE with part-time administrative salary allocation made in 2010/2011 budget.</p> <p>Contact local employers to ensure that they are aware of our testing services.</p>	<p>Deliver year 2 of Practical Nursing program in the district. Plan for 2011 intake in two sites.</p> <p>Transition plan approved by MTCU.</p> <p>Report on VPA monthly reports.</p> <p>Report on SCH generated by pilot project at end of fiscal year (March 2011). Fall and Winter activity measured.</p> <p>Increase in testing by local employees.</p>
<p>Highlight College philanthropy, programs and services in the community.</p>	<p>Ensure department participation in all College promotional events.</p> <p>Encourage faculty to share success stories and stories of interest with Promotions department for inclusion in Scuttlebutt.</p> <p>Develop archive of charitable events and services provided by students, staff & faculty.</p> <p>Ensure high profile events such as Student Bursary and Awards Night are promoted within the community.</p>	<p>Promotional events well attended.</p> <p>Scuttlebutt continues to be vibrant communication vehicle.</p> <p>Develop a web page as a pilot project for the Health Programs to showcase pictures of social events and charitable projects.</p> <p>Community awareness of the amount of bursaries and awards that are available at the College. Increase in applications and enrolment.</p>

OUTCOME 3 Continued

CONNECTING WITH OUR COMMUNITY PARTNERS

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Goal	Action/Tactic	Measurement/Results
Highlight College philanthropy, programs and services in the community.	Participate in Safe Communities Partnership Board of Directors.	College has a presence on Board.
Increase opportunities for students to volunteer and contribute in the community.	<p>Create project at Employment Solutions in which Sault College students can participate.</p> <p>Re-connect with The Enterprise Centre, Chamber of Commerce and others that put on events for local business people for some of our Business students to attend.</p> <p>Discuss with faculty the concept of “Service Learning” and determine for each course and the programs overall.</p> <p>Support Art Gallery of Algoma (AGA) with Hospitality students at gallery openings in November and February 2010/11.</p> <p>Community organizations will be contacted to establish volunteer opportunities for our students. A list of community partners is available to students for volunteer opportunities.</p> <p>Residence to organize group volunteer activities in the community.</p> <p>Focus efforts on developing volunteer opportunities for students in the SLC/ SAC.</p> <p>Make volunteering meaningful to the students and explore how to best provide them with recognition (co-curricular transcript).</p>	<p>During academic year, identify a Sault College program-related project that would be of benefit to our staff and customers.</p> <p>Increased community involvement by College students. Increased visibility of Sault College in the community as evidenced by branding initiatives and media coverage.</p> <p>Future direction of “Service Learning” explored.</p> <p>College presence recognized at events.</p> <p>Creation of online database of organizations, including contact information, where Sault College students can volunteer in the community.</p> <p>Group volunteer events for residents organized.</p> <p>A volunteer committee exists within SAC.</p> <p>Possibility of a co-curricular transcript investigated.</p>

OUTCOME 3 Continued

CONNECTING WITH OUR COMMUNITY PARTNERS

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Goal	Action/Tactic	Measurement/Results
<p>Work with community partners such as Algoma Public Health (APH) to enhance the College as an educational destination.</p>	<p>Work with APH with respect to Environmental Health program</p> <p>Community partners are invited to be involved in Student Administrative Council (SAC), Outback training and events (awareness weeks, etc.).</p> <p>Counselling department can refer students directly to many health services within the Algoma Public Health.</p> <p>Explore possibility of joint applied research projects.</p> <p>Develop Environmental Health/Public Health Inspector Degree program in collaboration with APH and LSSU.</p>	<p>Increased clinical placements. Increased student satisfaction with learning opportunities.</p> <p>Community partnerships are further developed.</p> <p>Students are able to access the services without leaving the campus and may receive faster service.</p> <p>Projects explored.</p> <p>Program developed.</p>
<p>Provide and maintain on-going communication and stakeholder consultation for a working environment that encourages engagement and commitment to student success.</p>	<p>Increase opportunities for students to provide input to program committees.</p> <p>Create an innovation strategy for customers' use to obtain assistance through a number of channels.</p> <p>Increase Aboriginal representation on College advisory and other key committees to ensure that College program/services meet the needs of the Aboriginal community.</p>	<p>Students to attend and provide input to program meetings once per semester.</p> <p>Implement strategies and evaluate by March 31.</p> <p>Minimum of four meetings of the Native Education and Training Council held for 2010/2011. Recruitment of Aboriginal representative to the Sault College Board of Governors for 2010/2011 term. Increased representation of Aboriginal stakeholders on College advisory committees by 10% for 2010/2011.</p>

OUTCOME 3 Continued

CONNECTING WITH OUR COMMUNITY PARTNERS

The support of our partners, industry and communities is essential to our success as an educational institution that seeks to grow. In countless ways, the support, engagement and strength of partners will guide us as an organization, enrich the relevancy of our curriculum and programming, create financial opportunities for advancing education and enhance the learning experience and work placement of students.

Goal	Action/Tactic	Measurement/Results
Provide and maintain on-going communication and stakeholder consultation for a working environment that encourages engagement and commitment to student success.	<p>Student Administrative Council (SAC) will be involved in decision-making and/or will be consulted on initiatives that involve services to students.</p> <p>A Clean Air Committee involving stakeholders from a variety of College areas while partnering with Algoma Public Health to work toward transitioning the campus into a smoke free property.</p>	<p>A trusting relationship will continue to exist between College service areas and the Student Administrative Council.</p> <p>All stakeholders will support initiatives to transform the campus to a smoke free environment.</p>

Building a New College (Place)

OUTCOME 4

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education.

2009/10 Goal	Action/Tactic	Measurement/Results
Construct new state-of-the-art academic spaces and decommission outdated spaces where possible, in line with the College's master plan.	<p>Engage College master plan committee.</p> <p>Develop and execute moving plan to relocate Registrar's office to new academic facility.</p> <p>Ensure IT Infrastructure in place to support new building.</p> <p>Review and improve asset disposition procedures. Communicate policy.</p>	<p>Relocate F wing learning areas to student/program friendly spaces. Relocate faculty in appropriate office spaces.</p> <p>Office moved by March 2011.</p> <p>RFP's done for all IT equipment and Classroom Furniture requirements. Consideration of OECM for furniture requirements.</p> <p>Reduction of stored items on College property that are no longer used.</p>

OUTCOME 4 Continued

BUILDING A NEW COLLEGE (PLACE)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education.

Goal	Action/Tactic	Measurement/Results
<p>Construct new state-of-the-art academic spaces and decommission outdated spaces where possible, in line with the College's master plan.</p>	<p>Project 2011 – 75,000 sq ft of new student focused academic space. New aviation maintenance hangar. Decommission F-Wing.</p> <p>Commission new aviation maintenance facility and learning space at the Sault airport.</p> <p>Purchase and commission 2 new aircraft.</p> <p>Purchase and commission new flight simulator.</p>	<p>Project completion on schedule, on budget. Finished product has “wow factor” when viewed by students, staff, and visitors.</p> <p>Hangar constructed.</p> <p>Aircraft purchased and used for training students.</p> <p>Flight simulator purchased and used for training students.</p>

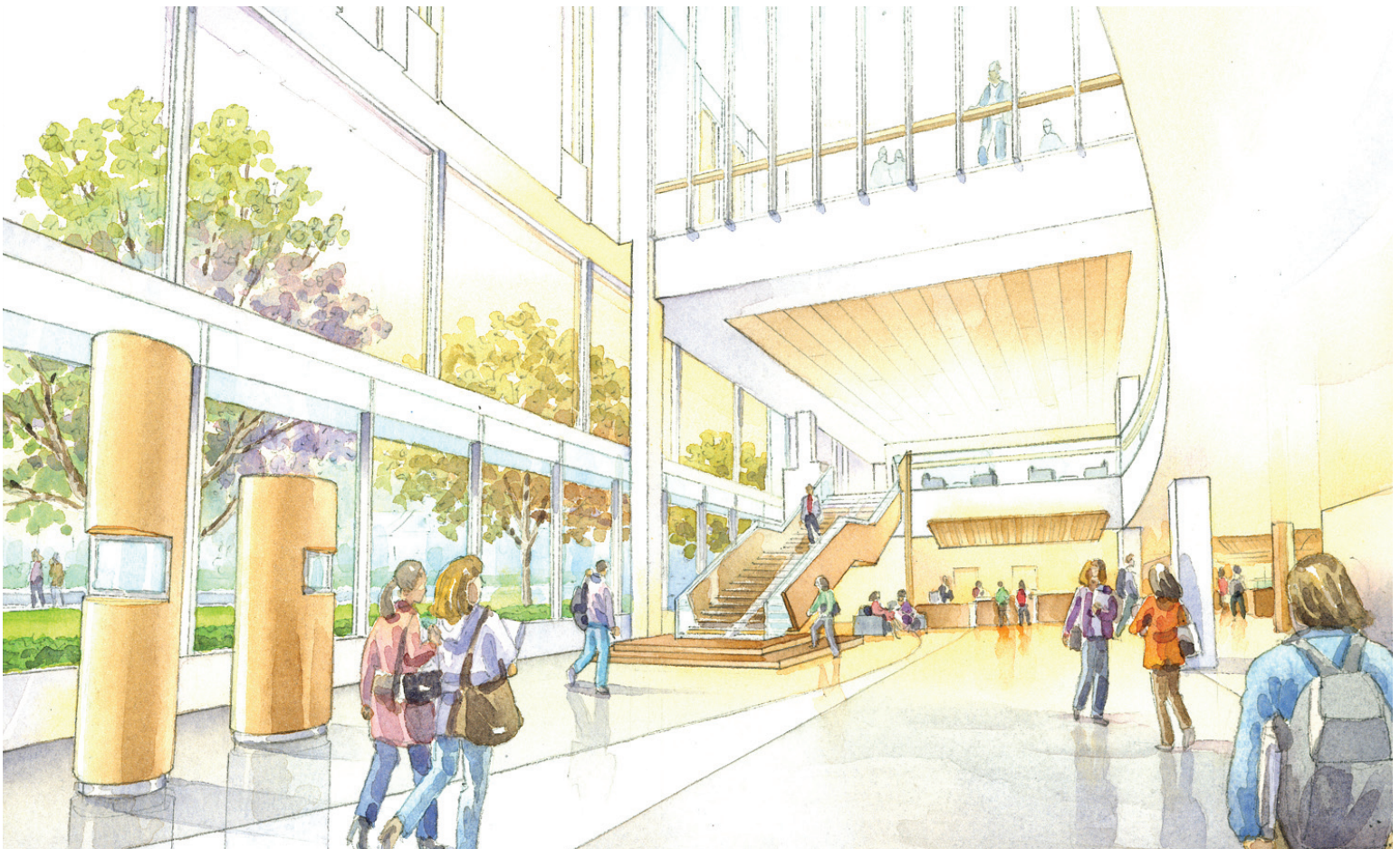


OUTCOME 4 Continued

BUILDING A NEW COLLEGE (PLACE)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education.

Goal	Action/Tactic	Measurement/Results
<p>Renovate and upgrade classrooms and corridors to improve College aesthetics and functionality.</p>	<p>Conduct Classroom scan to determine renovation and upgrade needs.</p> <p>Evaluate Registrar office minor alterations.</p> <p>Improve Native Centre kitchen facilities to better meet needs of students/community members.</p> <p>Relocate Esthetician Program to Student Life Centre.</p>	<p>Upgrades identified.</p> <p>Report of alterations delivered by May 2010.</p> <p>Renovation of kitchen facilities to modernize, improve aesthetics and functionality.</p> <p>Project completed on schedule and on budget. Space meets the functional needs of program. Students and Staff satisfied with the renovated spaces.</p>



OUTCOME 4 Continued

BUILDING A NEW COLLEGE (PLACE)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education.

Goal	Action/Tactic	Measurement/Results
<p>Explore, investigate and implement enhanced technology to enrich campus learning places and methods.</p>	<p>Create a 10 person mobile computer lab.</p> <p>Enhance current technology utilized in Enji Maawnjiding Native Student Centre.</p> <p>Continue to improve and upgrade the Simulation Labs.</p> <p>Work with Student Services, Academics and Information Technology Services to identify priorities.</p>	<p>Lab implemented and used by staff of our programs and other College staff.</p> <p>Increased number of computer access stations for student use. LCD projector and screen installed.</p> <p>Standards to be finalized and implemented for smart classrooms. Training for faculty regarding use of smart classroom technology.</p> <p>Positive feedback from Student Services, Academics and Information Technology Services.</p>
<p>Consider new ideas and strategies for operational saving and spending responsibly so efficiency savings can be reinvested to launch progressive initiatives in critical areas.</p>	<p>Make Employment Solutions centre available to other college departments for use.</p> <p>Work with Information Technology to recommend changes to Student information System or purchase new Student system.</p> <p>Continuing Education program offices located in best proximity to new registration services location.</p> <p>Discuss possible savings with faculty and staff. Explore possible learning opportunities which provide a cost saving compared to current model.</p>	<p>Reduce paper use by 6000 copies and 25 person hours for collation and distribution.</p> <p>Recommendations considered.</p> <p>CE student feedback indicates no negative impact in changes in services location.</p> <p>Decreased expenditures so monies can be relocated for new initiatives.</p>

OUTCOME 4 Continued

BUILDING A NEW COLLEGE (PLACE)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education

Goal	Action/Tactic	Measurement/Results
<p>Consider new ideas and strategies for operational saving and spending responsibly so efficiency savings can be reinvested to launch progressive initiatives in critical areas.</p>	<p>Enhance frequency and quality of financial reporting to support decision unit managers.</p> <p>Investigate the opportunity to utilize our existing roof structures to house solar energy panels.</p> <p>Continue to explore opportunities through partnerships with other campuses to use “consortiums” in the purchase of utilities or services.</p>	<p>Positive feedback from decision unit managers regarding frequency and quality of financial reporting.</p> <p>Reduced energy and maintenance costs explored.</p> <p>Greater purchasing power, reduced utility cost. Reduced carbon footprint.</p>
<p>Develop and execute a campus-wide landscaping plan to improve green spaces and outdoor areas.</p>	<p>Green Committee to submit ideas and best practices to Physical Resources and Senior Management.</p> <p>Trees to be planted on campus.</p> <p>Construct new parking lot (west side of L-Wing)</p> <p>Retain landscape architectural consultant to provide 5 year plan.</p> <p>Obtain feedback from Natural Environment and Outdoor Studies staff and students relating to campus vegetation.</p>	<p>Ideas and best practices considered.</p> <p>A minimum of 100 new trees purchased to compensate for the trees lost due to new construction.</p> <p>Improvements to existing landscaping visible. Available parking noticed and recognized.</p> <p>Feasible 5 year plan for campus wide landscaping ready.</p> <p>Feedback considered and incorporated whenever possible.</p>
<p>Pursue the development and construction of new and enhanced athletic and student life facilities.</p>	<p>Define size, layout and primary operational structure of facility.</p> <p>Work closely with senior management to develop the plan and timeline for the construction of a new Athletics facility and Student Life Centre (SLC); ensure SAC and students have input into plan.</p>	<p>Site plan and potential conceptual drawings completed.</p> <p>Planning of the services and building design underway with student input.</p>

OUTCOME 4 Continued

BUILDING A NEW COLLEGE (PLACE)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education

Goal	Action/Tactic	Measurement/Results
<p>Explore possible fundraising and endowment campaigns that seek to strengthen, expand and support our College's infrastructure.</p>	<p>Hire Manager of Advancement to launch capital campaign.</p>	<p>IT assists by reviewing and recommending software applications that would support college campaigns.</p>
<p>Increase the environmental awareness of the students and staff through implementation of progressive and eco-conscious projects.</p>	<p>Commit to use of 30-50% recycled paper.</p> <p>Present green initiatives priority list to senior management on an annual basis.</p> <p>Further develop green initiatives in Residence.</p> <p>New academic wing with Project 2011 to incorporate water fountain fill stations.</p>	<p>Enter into OEMC fine copy paper agreement to minimize cost of paper.</p> <p>Priorities submitted to include:</p> <ul style="list-style-type: none"> • Improved recycling/waste management • LEED construction standard • Green space enhancement • Transportation (College vehicle purchases/accessible public transportation, etc.) • Bottled water ban • Smoking cessation • Paper use (amount and recycled content) • Energy use and alternative energy sources (wind/solar) <p>Environmental committee comprised of Residence students and staff established, resulting in reduced waste.</p> <p>Reduction in use of bottled water on campus.</p>

OUTCOME 4 Continued

BUILDING A NEW COLLEGE (PLACE)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education

Goal	Action/Tactic	Measurement/Results
<p>Increase the environmental awareness of the students and staff through implementation of progressive and eco-conscious projects.</p>	<p>Make retrofits where possible to existing water fountains to incorporate water fill stations.</p> <p>Increase the number of recycle stations throughout the College. Use stations to promote environmental awareness with educational posters.</p> <p>Continue moving towards environmentally friendly cleaning products by evaluating and integrating green products into cleaning activities.</p> <p>Complete environmental plan for Sault College Woodlot/Outdoor lab.</p>	<p>Increase in recycling at College. College staff and students more environmentally aware.</p> <p>Further reduce or eliminate products not “green”.</p> <p>Contribute to global reduction of green house gases/carbon footprint.</p> <p>Plan completed.</p>
<p>Highlight healthy lifestyle choices and support these initiatives to revitalize the well-being of those who grow, work and learn with us.</p>	<p>Increase number of Active Living courses offered on Sault College campus.</p> <p>Involve Health Program students to assist in the provision of Health Promotion activities.</p> <p>Promote wellness and green initiatives through a variety of means: social media, Infonet, etc.</p> <p>During Financial Aid presentations to students, highlight ways to appropriately budget funds to ensure both longevity of the funds and encourage healthy lifestyles.</p> <p>Clean Air Committee which will provide the College population with information on the importance of a smoke free campus.</p>	<p>Students identify Active Living courses by Sault College CE brand.</p> <p>Increased student satisfaction with learning opportunities. Increased staff and faculty satisfaction with support in workplace for healthy lifestyles. Increased hours for student placement.</p> <p>Awareness of initiatives measured by survey.</p> <p>Measurement based on student feedback. Healthier student lifestyles.</p> <p>Seek active participation from department staff to receive the “buy in” of a Smoke free campus in 2011.</p>



2010/11 Operating Budget

SAULT COLLEGE BUDGET PRESENTATION 2010/11 STATEMENT OF OPERATIONS

(in thousands of dollars)

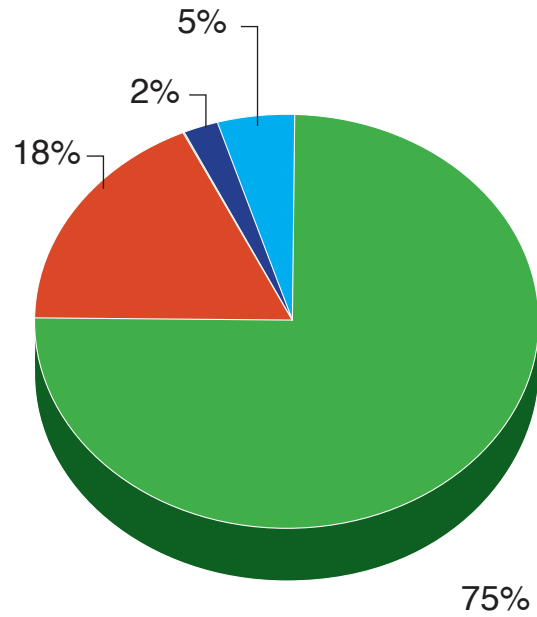
Year ended March 31, 2011

	Cash Based		
	2009/2010 Approved	2009/2010 Pre-Audit	2010/2011 Budget
Enrolments	1,923	2,215	2,476
Revenue:			
Grants and reimbursements	32,555	34,373	33,435
Tuition fees	6,125	7,235	8,014
Ancillary operations	1,043	1,013	1,058
Other	1,754	2,381	1,978
	41,477	45,002	44,485
Expenses:			
Academic	23,394	24,265	26,409
Educational resources	2,060	1,967	2,235
Student services	2,031	2,138	2,203
Administrative	7,048	6,708	7,308
Plant	2,803	2,612	2,705
Ancillary operations	1,426	1,300	1,319
Ontario training strategies	3,418	3,577	3,246
Special projects	21	531	54
	42,201	43,098	45,479
Excess of revenue over expenses	(724)	1,904	(994)

SAULT COLLEGE BUDGET PRESENTATION 2010/11 2010/11 BUDGETED REVENUES

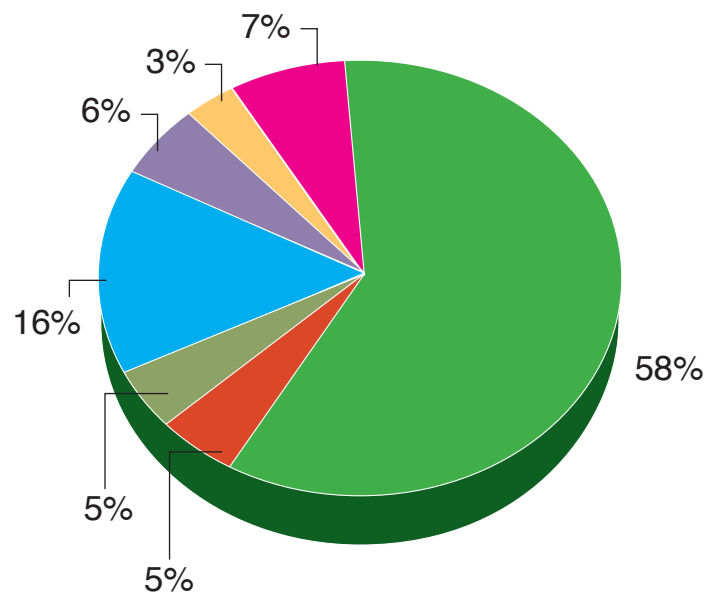
Year ended March 31

- Grants and reimbursements
- Tuition fees
- Ancillary operations
- Other



2010/11 BUDGETED EXPENSES

- Academic
- Educational resources
- Student services
- Administrative
- Plant
- Ancillary operations
- Ontario training strategies



SAULT COLLEGE BUDGET PRESENTATION 2010/11 REVENUE

(in thousands of dollars)

Year ended March 31, 2011

	Cash Based		
	2009/2010 Approved	2009/2010 Pre-Audit	2010/2011 Budget
Enrolments	1,923	2,215	2,476
Grants and reimbursements:			
Operating Grant			
General Purpose	16,314	16,284	16,073
Special Purpose	10,941	10,473	11,600
Apprentice training	834	1,435	1,759
Ontario training strategies	2,114	2,191	2,439
Other	2,352	3,990	1,564
	32,555	34,373	33,435
Tuition fees:			
Full time post secondary	4,479	5,317	6,063
Other	1,646	1,918	1,951
	6,125	7,235	8,014
Ancillary operations	1,043	1,013	1,058
Other:			
Contract educational services	230	273	345
Sale of course products and services	314	268	289
Miscellaneous	1,210	1,840	1,344
	1,754	2,381	1,978
	41,477	45,002	44,485

SAULT COLLEGE BUDGET PRESENTATION - 2010/2011 EXPENDITURES

(in thousands of dollars)

Year ended March 31

Cash Based			
	2009/2010 Approved	2009/2010 Forecast	2010/2011 Budget
Enrolments	1,923	2,215	2,476
Salaries:			
Administration	4,356	4,558	4,249
Academic	13,713	14,366	15,620
Support	8,318	8,720	9,020
Other Salaries	135	101	147
Benefits	6,197	5,935	6,412
Building Repairs and Maintenance	189	143	157
Contracted Security Services	125	120	127
Contracted Services	1,908	1,787	2,686
Cost of Goods Sold	16	30	20
Equipment Maintenance and Repairs	826	717	669
Field Work	75	119	79
Furniture and Equipment Purchases	177	350	207
Furniture and Equipment Rental	136	141	168
Grounds Maintenance	94	57	97
Instructional and Resource Supplies	1,347	1,377	1,320
Insurance	311	353	345
Interest and Bank Charges	453	460	461
Janitorial and Maintenance Supplies	58	58	61
Municipal Tax Levy	158	156	198
Office Supplies	195	201	204
Premise Rental	188	219	192
Professional Development	93	62	78
Professional Fees	544	330	511
Promotion and Public Relations	490	502	461
Provision for Doubtful Accounts	-	53	50
Staff Employment	37	25	32
Telecommunications	163	167	184
Training Subsidies and Allowances	410	657	333
Travel and Conference	293	351	339
Utilities	1,111	902	961
Vehicle Expense	85	81	91
	42,201	43,098	45,479

Glossary of Terms

ACE - Academic and Career Entrance

AODA - Accessibility for Ontarians with Disabilities Act

APH - Algoma Public Health

BM - Base Measure

CAAT - College of Applied Arts and Technology

CASN - Canadian Association of Schools of Nursing

CIPHI - Canadian Institute of Public Health Inspectors

CBScN - Collaborative Bachelor of Science in Nursing

CE - Continuing Education

CNO - College of Nurses of Ontario

EDC - Economic Development Corporation

ESC - Employment Stability Committee

ESF - Employment Stability Fund

FT - Full-Time

IPI - Inter-professional Education

IT - Information Technology

KPI - Key Performance Indicators

LMS - Learning Management System

LSSU - Lake Superior State University

MTCU - Ministry of Training, Colleges and Universities

NEOCNP - North Eastern Ontario Collaborative Nursing Program

OA - Office Administration

OCCCIO IT - Ontario College Council of Chief Information Officers Information Technology

OECM - Ontario Education Collaborative Marketplace

OTA/PTA - Occupational Therapist Assistant/Physiotherapist Assistant

OSAP - Ontario Student Assistance Program

PDA - Personal Digital Assistants

PT - Part-Time

RPN - Registered Practical Nursing

SAC - Student Administrative Council

SALT - Senior Academic Leadership Team

SCH - Semester Credit Hours

SCWI - School College Work Initiative

SLC - Student life Centre

TDA - Training Delivery Application

WHMIS - Workplace Hazardous Materials Information System

VPA - Vice President, Academic





SAULT
COLLEGE

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