SAULT COLLEGE

SUCCESS BY DESIGN. CARE ON PURPOSE.

Sault College Strategic Plan **2026-2031**

LAND ACKNOWLEDGEMENT

Located in the Robinson Huron Treaty territory, Sault College is grateful to Mother Earth for providing the land, water, air, and food needed to sustain all life. Indigenous Peoples are acknowledged as the original stewards of this land, having lived in harmony with and in respect for all Creation. As all are connected in relation to one another, it is important to recognize this interconnected relationship and the shared responsibility to respect the land that has nourished, healed, protected, and embraced generations. Batchewana First Nation and Ketegaunseebee (Garden River First Nation) are honoured as the original caretakers of the land on which Sault College is situated, and the contributions of the historic Métis Nation of Sault Ste. Marie in the stewardship of this territory are also acknowledged.

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EXECUTIVE SUMMARY

“We are builders and doers, ready to roll up our sleeves, think differently, and lead with care, courage, and creativity.”

At Sault College, success is not an accident; it is designed. In a world of constant change, political headwinds, and technology that can feel more isolating than connecting, Sault College chooses a different path; real people, real relationships, and education that is built to last. We are builders and doers, ready to roll up our sleeves, think differently, and lead with care, courage, and creativity.

Over the next five years, this Strategic Plan focuses on four bold objectives that lean into what Sault College does best: leveraging our culture of care for the betterment of our communities, advancing Truth and Reconciliation in action, delivering real-world vocational education, and building generational stability through partnership and diversification.

Objective 1: Live our Values/Be Good, Do Good
Systems, programs, and everyday interactions are thoughtfully and transparently designed so students and employees feel seen, supported, and confident about their future.

Objective 2: Create Shared Futures through Institutional-Led Truth and Reconciliation
Indigenous partners help shape programs, spaces, and opportunities in ways that move the Calls to Action from intention to implementation.

Objective 3: Provide Foundational Learning for Real-World Vocations
Northern strengths, hands-on learning, and employer partnerships prepare graduates for lasting careers ensuring stability and growth for our graduates.

Objective 4: Build Generational Stability through Partnership and Diversification
Smart revenue growth, strong systems, and purposeful advocacy position Sault College to thrive for decades.

Together, these four objectives build a college that designs success for learners, employees, and communities alike.

Underpinning all of this is a confident Sault College story: people who care deeply, students who succeed, and a college that shows up for its communities. School spirit and a strong sense of place are embedded in our values, culture, reputation, and the way the College celebrates its people and impact.

WE ARE THE RELENTLESS PURSUIT OF POSSIBILITY THROUGH EDUCATION.

Strategic Foundation

Vision

Relentless pursuit of possibility through education.

Mission

Learning through doing, creating opportunity for whatever comes next.

Values

At Sault College, values are not wall art; they are how people experience the College every day. They shape how the College teaches, leads, partners, and shows up for students, employees, and community.

We Put People First
Real lives come first. Programs, services, schedules, and systems are designed with the realities of work, family, identity, belonging, and well-being in mind.

We are Courageously Honest
Sault College leads with trust, transparency, and integrity. We name challenges clearly, communicate openly, and make decisions that stay true to mission, relationships, and responsibility to our communities.

We are Hands-On by Design
Learning at Sault College is meant to be felt, tested, practiced, and applied. Labs, shops, hangars, placements, simulations, and field-based experiences are created with purpose. We take every opportunity to be hands-on; learning through doing.

We Learn Where We Live; In the North
We embrace our northern geography by bringing out classrooms into our forests, on our rivers, and in our skies. We understand and honour the land we learn on by embracing its richness and diversity. We have the freedom to explore through education.

We Show Up for Each Other
Care is not a slogan. It is visible in one-stop supports, proactive outreach, mental health and wellness resources, respectful workplaces, and teams that stay with learners and colleagues through the whole journey. It means showing up for one another, every time. We lean into our greatest strength, genuine care, in a world where political and economic change can feel constant and overwhelming. Our culture of care is a priority to grow in our communities, so people leave Sault College as everyday ambassadors for these values in whatever comes next.

Environmental Context

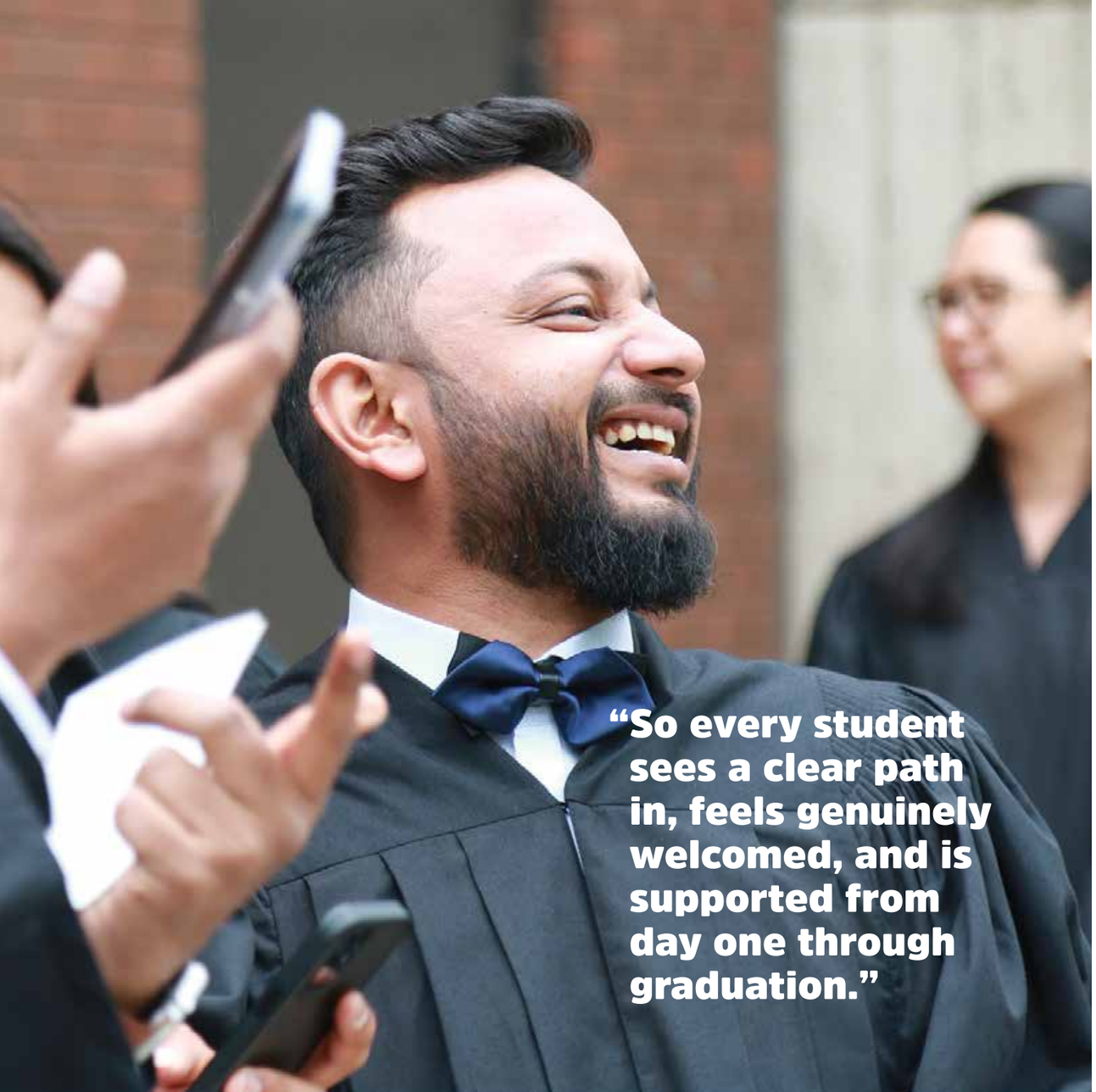
Sault College is operating in one of the most challenging environments the Ontario college sector has faced in decades. Federal caps on international study permits, continued underfunding, and demographic pressure have all shaped the context for this plan.

Across Canada, there is a clear call for more skilled people who can build, fix, care, fly, protect, and power the country, and that call is getting louder. Provincial and federal governments are leaning further into skilled trades and applied learning as essential to meeting national housing, infrastructure, health, climate, and economic goals, and colleges like ours are central to those plans.

For Northern Ontario and the Algoma region, this means the College sits at the intersection of several big priorities: closing labour gaps in critical sectors, supporting major build-out and renewal projects, and making sure northern communities have the talent they need close to home. A renewed focus on vocational learning is not just aligned with Sault College's history and strengths; it is a direct response to where the province and country say they are going next, and to the kinds of futures students are looking for when they choose an applied education.

At the same time, technology, including AI, is rapidly changing how people learn, work, and connect. In that environment, Sault College's culture of care, genuine relationships, and authentic human connection are not soft qualities; they are strategic strengths.

STRATEGIC OBJECTIVES AND ACTION AREAS



OBJECTIVE 1:

Live Our Values/ Be Good, Do Good

In a world where students can access information instantly but still feel unseen, Sault College offers something increasingly rare: real people who know your name and care how your story turns out. Our values did not come from a branding exercise—they grew out of this culture; how people already show up for each other in classrooms, hallways, learning labs and community. Our culture of care helps learners and employees thrive amid economic uncertainty, changing political landscapes, and technology that can sometimes create disconnected experiences.

This objective is about making Sault College a place where investing in the institution is investing in yourself. When people come here, they join a community that follows through, supports one another, and creates the conditions for everyone to thrive.

WHAT WE DO AND HOW WE DO IT

- Grow student confidence, connection, and completion through seamless admissions, advising, and recruitment so every student sees a clear path in, feels genuinely welcomed, and is supported from day one through graduation.
- Offer a coordinated student support system that integrates academic, wellness, and financial support with real people who stay with you throughout your journey.
- Be an employer of choice through strengthening human resource functions, ensuring transparency, consistency, and alignment with our values.
- Cultivate a One College culture through collaboration and communication through cross-department initiatives, shared problem-solving, and genuine engagement so every team feels connected and empowered.
- Strengthen Sault College’s reputation and influence by living our values out loud; sharing authentic stories, celebrating success, and showing how care, strong sense of place and connection shape who we are.

OBJECTIVE 2:

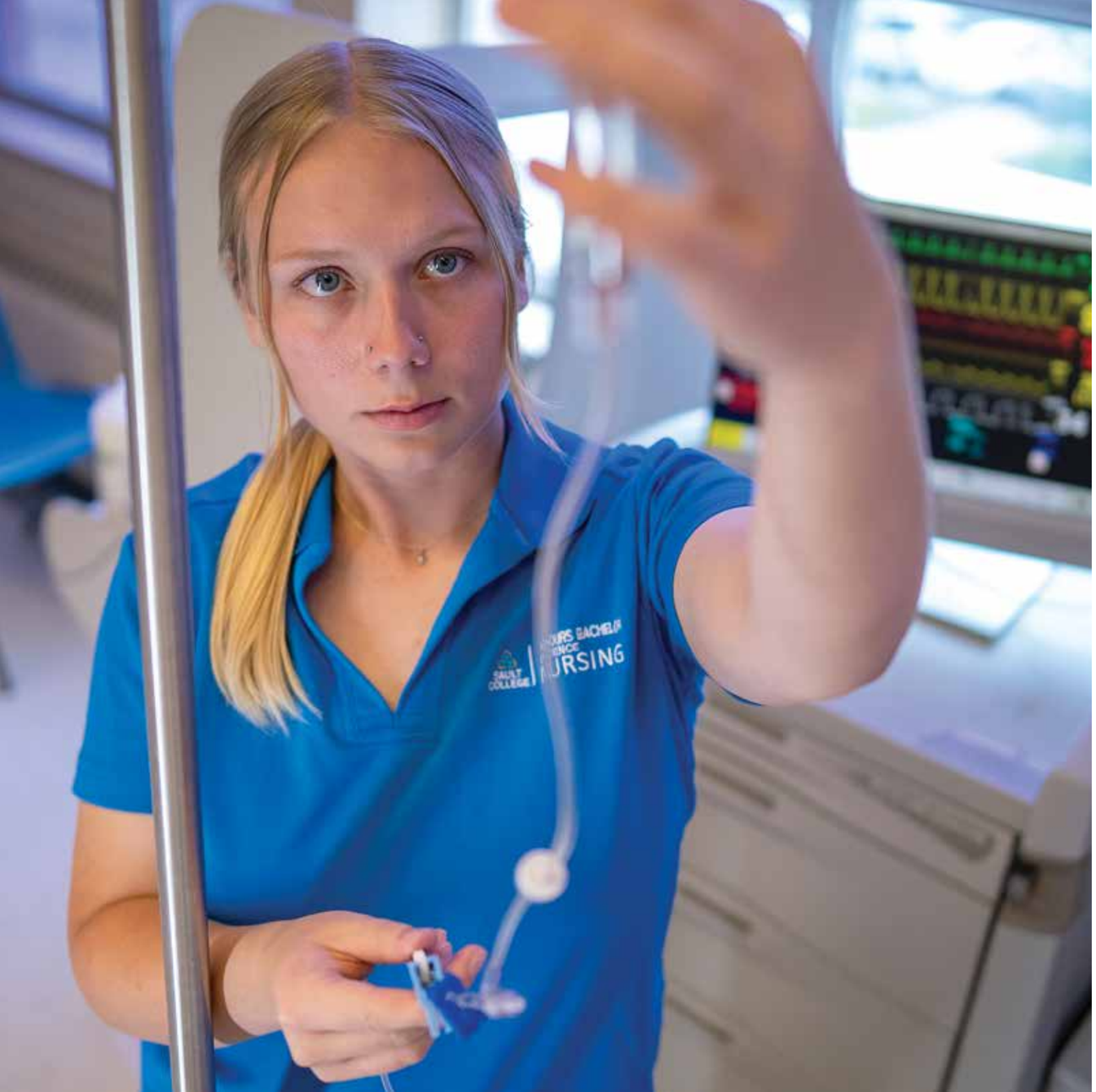
Create Shared Futures Through Institutional-Led Truth and Reconciliation

As a public post-secondary institution, Sault College accepts that leadership in Truth and Reconciliation is a responsibility which demands intention and accountability. This work is grounded in listening first, walking alongside Indigenous partners, and embedding Indigenous perspectives and priorities into the core of how the College operates.

Sault College is committed to advancing the Truth and Reconciliation Commission Calls to Action related to education, embedding their spirit and principles into how we teach, support learners, and work with Indigenous partners. Our goal is to create an environment where Indigenous learners, families, and communities see Sault College as a trusted place to learn, collaborate, and build long-term opportunity.

WHAT WE DO AND HOW WE DO IT

- Walk hand-in-hand with Indigenous partners in educational, economic, and community-building initiatives guided by their priorities and strengths.
- Facilitate regular, honest dialogue with Indigenous leaders so they help shape key decisions about Indigenous learners, programs, and spaces.
- Co-design Indigenous-led programs rooted in community need, Elder knowledge, land-based learning, and flexible delivery.
- Embed Indigenous perspectives across curriculum, ceremonies, capital planning, policy development, and campus spaces.
- Build culturally safe pathways into and through Sault College with flexible learning models and tailored supports.



OBJECTIVE 3:

Provide Foundational Learning for Real-World Vocations

Choosing a program at Sault College is choosing a future, and this objective is about making sure that future is relevant and resilient. Programming is shaped by workforce demand, labour market insight, community feedback, and the College's core strengths in skilled trades, health and community programs, aviation, and natural resources. Sault College believes in dividends: when students invest in Sault College, they are investing in career-ready education that pays off.

WHAT WE DO AND HOW WE DO IT

- Invest in our signature programming, including natural environment, trades and technology, health, and aviation, by supporting faculty, renewing infrastructure, and aligning curriculum so Sault College delivers relevant programs that feed a steady pipeline of talent into the country's most in-demand job markets.
- Create meaningful opportunities for influence with regional employers so their workforce needs are in lockstep with our programming, co-ops, placements, apprenticeships, and applied projects.
- Leverage the College's northern geography to offer unique, place-based education that blends classroom learning with exploration, community engagement, and real-world application. Students experience a learning environment defined by freedom to explore, the natural and cultural richness of the North, and a commitment to sustainability and connection to place.
- Integrate hands-on experiences across every program, so applied learning becomes the norm. Stay responsive to emerging industry trends and technologies through flexible curriculum design, rapid upskilling opportunities, and ongoing partnerships that keep Sault College graduates ahead of change.

OBJECTIVE 4:

Build Generational Stability Through Partnership and Diversification

Sault College is stepping forward as a leader in post-secondary education, a reliable community partner, and a true pillar in our region, with sustainable growth and diverse revenue that keep us strong. Those who roll up their sleeves and work hard will be the ones who thrive.

We are willing to think differently, try new approaches, and speak clearly about what we need to serve our students and community well. That includes expanding how we generate revenue, through new programs, partnerships, and services, so we're not relying on any single source, and can make long-term decisions with confidence.

This means being solution-finders and problem-solvers: the ones who raise their hands to pilot ideas, build creative funding and training partnerships, and tackle tough challenges head-on. We are champions, advancing the needs of the institution while being responsible stewards so the College can grow in ways that are smart, stable, and aligned with our mission.

This objective is about building a college that the region will still be proud to claim decades from now. It emphasizes diversified revenue, stronger systems, purposeful advocacy, and strategic partnerships that make the institution smarter, more stable, and more sustainable.

WHAT WE DO AND HOW WE DO IT

- Build a diverse and stable revenue portfolio through online learning, micro-credentials, custom training, grants, partnerships, community and industry engagement, and research.
- Modernize data, student information, and customer relationship systems to support better decisions and high-value work.
- Use a clear, united voice to champion Sault College and the value of northern colleges to increase investment in the sector and advanced shared priorities.
- Develop partnerships that directly support student success, regional growth, and innovation.

Strategy Statement

Every pillar of this plan reflects success by design and care on purpose; deliberate actions that turn values into outcomes. Sault College will strengthen its position in the sector by deepening community partnerships, investing in people and systems, and delivering programming grounded in regional strength and built for the futures students deserve.

We will lead with care and measure what matters so that when people look for stability, relevancy, and authenticity in a noisy world, they look to Sault College. We will invest in programming that ensures our graduates have skills built to last while meeting evolving needs of industries across Ontario.

Accountability and Monitoring

A strategic plan only matters if it changes decisions, resourcing, and daily practice. Governance accountability, annual strategic review, and a clear monitoring framework are necessary to ensure progress is measured and course corrections are made when needed. Accountability is part of our design.

Key areas for regular monitoring include enrolment, student success, financial health, partnerships, employee experience, and reputation. It matters to us that we do what we say and say what we do. Progress will be reported transparently so the plan remains a living commitment rather than a static document.

THINK BEYOND THE DESK

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COLLEGE

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FIND THE
REAL
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