



STAY SAFE  
STAY SEPARATED  
STAY TO THE RIGHT  
→

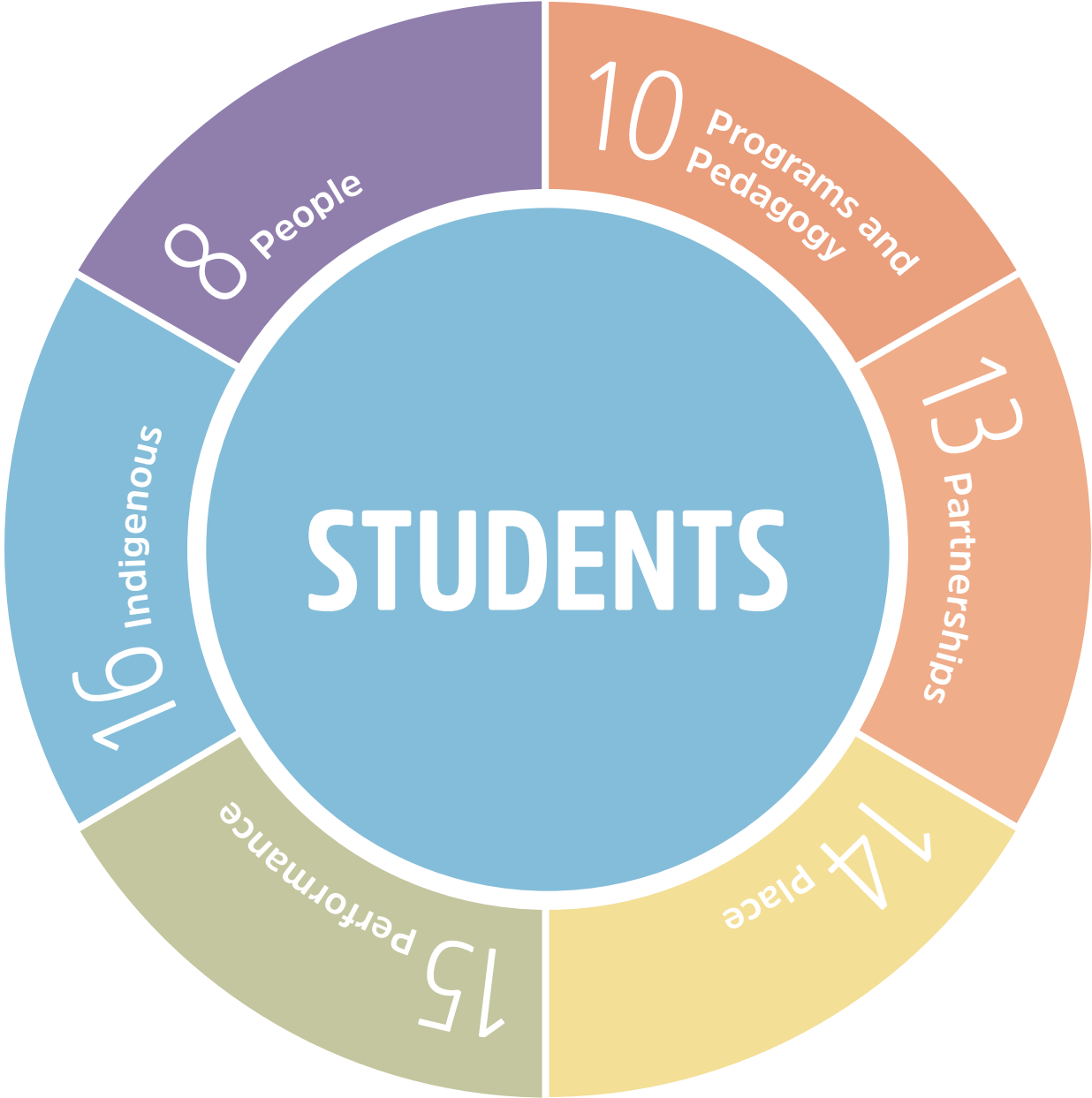
Maamwiziwin  
"Togetherness"





# CONTENTS

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# A Message About OUR FUTURE

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The past year has been unlike any other in the history of Sault College. The COVID-19 pandemic affects every aspect of college business and has accelerated the speed of change and innovation at Sault College. As we navigate through the pandemic, our employees continue to rise to the challenge and quickly adapt academic and support operations to include mixed models of delivery in accordance with public health guidelines. The pandemic and its impact remain fluid.

The College will continue to be focused on the health and safety of our campus community while providing the same, exceptional quality learning experiences for which Sault College is recognized. The uncertainty of COVID-19 will continue to transform the economy and impact the workforce. As Sault College moves from response to recovery, we will implement mitigation strategies, balancing the need for cost containment with strategic investments to successfully position the College to thrive post-pandemic. This plan remains focused on student learning, labour market success for students and employers, as well as priorities that will serve to shape economic development for our community.

Along with our Board of Governors, we are excited to present our new, four-year Strategic Plan. This plan was developed through extensive collaboration with our employees, students, and community partners. This 2021-2025 Strategic Plan provides a framework for the next stage in our journey and will serve as a foundation for the College's operations for the next four years. We will continue to focus on the five P's: people, programs/pedagogy, partnerships, place, and performance as we work in collaboration with our partners to support student success, economic growth, and a stronger, more prosperous community.

The plan builds on our strengths and successes, and provides opportunities to expand in new directions as we adapt to the opportunities and challenges that lie ahead. Among our strategic priorities is our strong, long standing commitment to, and advancement of, Indigenous education within our College. International students are also vitally important to Sault College and to our community as a whole. The College will continue to work towards diversification and the expansion of international partnerships into multiple countries.

We look forward to the many opportunities we will realize over the next four years to further advance our College. We will continue to serve the needs of our students and community.

Dr. R. Common,  
President

John Stadnyk,  
Chair, Board of Governors







# CORE PROMISE

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We want our students to say the following about our College:

*“I get the education I want and more.”*

*“The people are great.”*

*“It was worth it to come here.”*

*“The experience changed my life.”*

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

## Mission

Sault College will continue to be recognized as the pre-eminent student-centred postsecondary institution in the province. The College’s unyielding dedication to empowering students with real-world experiences and the tools to reach their goals will result in meaningful employment. In doing so, will be a cornerstone of the communities we serve.

## Vision

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

## Values

### **INVITATIONAL**

We will be intentionally inviting in all that we do.

### **STUDENT-CENTRED**

We exist for the sake of our students.

### **DIVERSITY**

We will champion equity, accessibility, and inclusivity, and treat each other with respect.

### **EXCELLENCE**

We are committed to innovation and seek to continually improve. We are engaged in the constant and passionate pursuit of excellence in our people, programs, and service.

### **ECO-CONSCIOUS**

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

### **COMMITMENT**

We are committed to being a proactive partner, an accountable employer, and an excellent corporate citizen.

### **RECONCILIATION**

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



# PEOPLE

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At Sault College, our people are our strength and we will ensure a positive and inclusive work and learning environment that is diverse, respectful, and representative of our community. We will support our people so they can continue to provide the best experience and workforce training for our students, while providing a positive, equitable, and inclusive workplace.

Employers play an integral role in our operations and Sault College recognizes that the job market is everchanging. We will be responsive to the needs of both our graduates and employers, thereby increasing our contribution to the economy. For local industry, we will provide top-quality programs that produce graduates with the transferrable skills sought by employers throughout their careers. We will respond to changes in the labour market in real-time. Students will benefit from an increase in hands-on skills training and experience, soft skills, as well as the knowledge and supports they need to be entrepreneurial.

We want learners of all ages, genders, abilities, disciplines, interests, and locations to have the opportunity to access what Sault College has to offer so lives can be improved and the workforce has the talent it needs to stay on the leading edge. Our invitational approach to education allows us to respond and prioritize the needs of our learners, and ensure education is accessible to all.

As we lead the way in student satisfaction, Sault College will find new and effective ways to reach and serve diverse populations, including: First Nation and Métis students, international students, newcomers to Canada, learners in non-traditional fields, learners with significant challenges, and our aging community. In so doing, we can continue to provide further opportunities to pursue postsecondary education and, in turn, graduate successful, well-trained individuals and apprentices for the industries that await them.

Overall, we will be flexible in our approaches while honouring our core value of excellence.

It is important that Sault College continues to foster the highest quality experience so that our students and apprentices will declare that they received the education they want and more, that it was worth it to come here, and that the experience changed their lives for the better.



## Sault College will:

1. Lead the way in student satisfaction.
2. Produce graduates and apprentices who are ready to enter a demanding and changing workforce, including under-represented groups such as women in skilled trades, and those with significant learning challenges.
3. Attract, develop, support, and celebrate exceptional personnel.
4. Support employee development opportunities that will enhance performance and professional growth.
5. Commit to increasing the number of international employees as we strive for a workforce that reflects our student population.
6. Actively promote accessible admissions processes and preparation, including academic upgrading and other programs and services.
7. Intentionally invite students and employees to share their insights and recommendations for high quality service and learning.
8. Attract, support, and graduate international students and continue to facilitate global learning opportunities for students and staff.
9. Establish lifelong connections with our students and graduates so that they become well-connected and supportive alumni who strengthen one another and our organization.
10. Expand efforts to assist all graduates in finding quality employment in their field of study upon graduation.
11. Embrace technological innovation, including social and digital media opportunities, to capture, celebrate, and promote people, places, programs, and partnerships.
12. Inform our practices by understanding the diverse contexts and challenges of our prospective and current students.

# PROGRAMS AND PEDAGOGY

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

The landscape of industry and the ever-growing global competition for talent tell us that innovation, entrepreneurship, skilled trades and apprenticeships are needed more than ever. Idea-generation and implementation, as well as disruptive technologies like robotics, will change the way work is conceptualized and undertaken. Delivering excellent and affordable healthcare to generations of aging Ontarians will also be critical within our province. These changes and challenges will also help to inform our decision-making and initiatives. As we make strategic program decisions informed by comprehensive program and quality review processes, we will develop new and revised programs that appeal to and serve various populations, including: adult learners, Indigenous communities, seniors, and those in non-traditional fields. We will find new and innovative ways to deliver education and apprenticeship training that speak to the needs of students and the industry from which they come or are about to enter.

Sault College will continue to provide exceptional pedagogical experiences to students and strive to

continue to be the best-in-class in the programs and services the College offers. Postsecondary education has changed dramatically over the past year and the College will draw from these experiences to offer flexibility and innovation in our learning environment. Students want technology-enhanced learning opportunities that are flexible. Sault College will respond with multiple delivery methods to meet the changing needs of students, allowing students to engage in high-quality educational experiences from anywhere, at any time, on any device.

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

In today's competitive work environment, practical experience is essential in preparing students to meet the needs of employers. To further expand on this important priority, we will focus on enhancing work integrated learning opportunities for students.



## With respect to programs, Sault College will:

1. Create viable new programs where there is labour market need, such as the areas of advanced manufacturing, entrepreneurship, health, skilled trades, and community services.
2. Continue to offer programs that students want while expanding on existing areas of expertise including: business, technology, health sciences, Indigenous education, and aerospace.
3. Make strategic program mix decisions through an ongoing, comprehensive review process.
4. Grow our capacity for pre-apprenticeship preparation while continuing to lead the way in the training and development of skilled trades workers and apprentices.
5. Develop programs that appeal to and serve our aging population.
6. Pursue a stand-alone Bachelor of Science in Nursing degree program for Sault College as well as further opportunities in this field of study.
7. Partner with other colleges/universities to offer degree programs in fields that lead to employment. For example, Sault College has partnered with Humber to offer a four-year Bachelor's Degree in Engineering – Mechatronics.
8. Expand the offering of graduate certificates and degree pathways in an effort to support continued education and competitive skill development.
9. Work with community and industry partners to develop micro-credentials (short, flexible) that will up-skill and provide the knowledge and competencies required in key industries and sectors.
10. Expand co-curricular, recreational, arts, and cultural initiatives to include areas of focus that appeal to a range of learners, including Indigenous, international, and seniors.
11. Support the film industry growth and expansion in Northern Ontario.

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

1. Facilitate increased experiential opportunities to enhance learning.
2. Ease the transfer of credits to allow students to continue their education.
3. Ensure applied, practical learning, and high impact learning practices are incorporated into all programming.
4. Adapt program delivery to meet student and apprentice needs, including various modes, such as in-person, remote, blended, hybrid, and hyflex.
5. Introduce asynchronous opportunities for students to complete programs.
6. Integrate technologies, such as virtual and augmented reality, that will fundamentally change the way we deliver course materials.
7. Increase work-integrated learning opportunities.





# PARTNERSHIPS

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

To accomplish our strategic mission, we are open, innovative, responsive, and pro-active in developing and maintaining partnerships locally, provincially, and globally, expanding the ways in which these collaborations work and what they can achieve. We recognize the significant role of the various aspects of these relationships. They help us deliver necessary education to our Indigenous communities, re-engage older workers so that they can help contribute to Ontario's economic future, and further develop industry linkages that are critical for informing the direction and relevancy of our curriculum and programs. In all of these ways, we can meet changing labour market demands.

## Sault College will:

1. Work collaboratively with our local school boards and postsecondary partners to maximize our collective expertise and resources for the benefit of our community.
2. Pursue innovative partnerships with Algoma University and Lake Superior State University that lead to greater opportunities for our students and apprentices, including expanded pathways of study.
3. Explore an "education without borders" partnership with Lake Superior State University and other international postsecondary institutions.
4. Leverage and expand our industry and community partnerships to access funding opportunities that will enable us to meet recreational, social, and economic development needs.
5. Program areas will develop stronger relationships and partnerships with industry to incorporate more co-op and work integrated learning opportunities so that students develop connections with employers and are ready to work upon graduation.
6. Continue to be a leader in community employment program delivery in collaboration with industry partners to grow our economy and enhance the workforce.
7. Find innovative ways to partner with northern colleges on educational initiatives that support economic sustainability.
8. Establish partnerships that create international opportunities for learning, training, business development, and cultural exchange so that our graduates will be ready for the global economy.
9. Export educational services and assist international institutions.
10. Expand the role of the Applied Research Centre and actively seek projects that fund innovation and industry partnerships.
11. Continue to enhance the Waterfront Adventure Centre through strategic community partnerships.

# PLACE

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

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

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

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

1. Explore off-site, in-community learning delivery options to encourage college participation throughout northern Ontario and beyond.
2. Position Sault College as the destination college ready to leverage our unique geographical assets and recreational partnerships to grow and sustain our enrolment.
3. Revitalize our existing residence and secure

residence and off-campus housing opportunities for our ever-expanding out-of-region student population.

4. Reimagine our facilities to be more flexible, accessible, and progressive.
5. Support the implementation of the Energy Conservation and Demand Management Plan with a goal to maximize energy efficiencies at Sault College.
6. Modernize facilities for the new Bachelor of Engineering program.
7. Support the Sault Ste. Marie Airport Authority in the development and sustainment of the facilities including: the NavCanada tower, IFR (Instrument Flight Rules) approach aids, runways, and taxiways.
8. Explore the expansion of our Public Private partnership and consider other partners to increase international enrolment and support long term sustainability.



# PERFORMANCE

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Sault College recognizes the importance of performance metrics in the new Strategic Mandate agreement (SMA3) and will work towards meeting or exceeding the annual targets.

Sault College is one of the largest employers in Sault Ste. Marie and takes pride in its contributions to and presence in northern Ontario. The College will expand efforts to assist graduates in finding quality employment upon graduation. We will strive to link community partners and industry with graduates, which will also support the City's goal of increasing local population and reducing the out-migration of young people.

Sault College will continue to evolve and develop programs and services in response to labour market and student needs. Post-graduate diploma programs and micro-credentials in will be developed to meet the needs of employers.

Sault College recognizes the importance of experiential learning to ensure our graduates are job ready and will facilitate increased experiential learning opportunities by utilizing on-campus workplace simulations in many program areas.

International students are vitally important to Sault College and to our community as a whole. The College will continue to work towards diversification and expand international partnerships in multiple countries.

## Sault College will:

1. Drive the economic, social, and environmental success of our community.
2. Respond to the needs of our industry and community partners by ensuring we have a strong program mix that is producing job-ready graduates who are in demand.
3. Expand efforts to assist all graduates in finding quality employment upon graduation.
4. Introduce innovative initiatives to ensure strong supports are in place for students through their time at Sault College.
5. Facilitate increased experiential learning opportunities for students.
6. Through the Employment Solutions team, continue to successfully work with community and industry partners to undertake collaborative and innovative initiatives that will grow our economy and enhance our workforce.
7. Endeavour to increase revenue from private sectors sources.
8. Strive to diversify international enrolment and expand partnerships into multiple countries.

# INDIGENOUS EDUCATION

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Our commitment to Indigenous education has received even greater prominence with the signing of a National Indigenous Education protocol and the resolution to make a further contribution to the reconciliation between Indigenous people and other Canadians. Embedded in our new Strategic Plan is the pursuit of a renewed relationship with First Nations, Métis, and Inuit peoples and a commitment to move forward in a spirit of trust, collaboration, and reconciliation. The foundation of this strategic priority is based upon our five P's and drives the advancement of Indigenous education at Sault College.

We are committed to implementing the applicable Truth and Reconciliation Calls to Action through the collaboration and efforts of our employees and community partners. We will actively pursue and participate in the preservation of Indigenous languages in our teaching and learning within our resources and capacity. We will continue to recruit the very best employees with academic, industry, and culturally-relevant experience to constantly improve the learning environment at Sault College. Indigenous student success will be defined by continuing to provide access to training and educational programs in a safe and caring space that leads to meaningful employment. We will proactively seek to strengthen existing partnerships and create new and mutually-beneficial ones through outreach to educational institutes and Indigenous communities, thereby creating opportunities for our students and employees.

## People

### **We will:**

- Create an environment that enhances Indigenous student engagement and is reflected through improved access, retention, graduation, and employment rates.
- Enhance supports for Indigenous students, including mentorship, peer support, and mental health.
- Strive to have an inclusive workforce that is representative of the communities we serve.
- Commit to increasing the number of Indigenous employees as we strive for a workforce that reflects our student population.
- Engage with stakeholders, especially those from Indigenous organizations, to identify and implement training needs for future social and economic development.
- Promote and support professional development opportunities applicable to program specific areas.
- Provide increased opportunities for staff to participate in cultural and ceremonial learning activities.
- Ensure Indigenous representation on advisory boards, committees, and decision-making bodies, such as the Board of Governors.





## Maamwiziwin – Togetherness

As First Nation people, our traditional teachings convey the importance of community, relations, and our connection to each other. By acknowledging and honouring these relationships, we support a collective effort towards truth and reconciliation based on mutual trust, respect, and understanding. In sharing this journey together, we foster and grow the interconnections and collaborations needed to transform systems so that we can provide positive, culturally relevant post-secondary learning opportunities and experiences that not only contribute to the learning aspirations of our students, but also contributes to the wider recognition of Indigenous peoples' place within the fabric of Canada.



# Programs and Pedagogy

## **We will:**

- Explore the development of new specialized programs that are responsive to Indigenous community needs.
- Engage with local Indigenous communities to co-create and infuse Indigenous content throughout all courses and programs.
- Infuse Indigenous learning-approaches and diverse cultural contexts into pedagogical approaches and across the curriculum for the benefit of all learners.
- Enhance Indigenous-specific training modules for faculty that will support the embedding of Indigenous knowledge and teachings into the curriculum and classroom.
- Designate the Indigenous general education course as mandatory for all programs of study.
- Increase experiential and land-based learning in a cross section of programs.
- Expand Indigenous course offerings, including traditional ecological knowledge, across the Natural Environment and Outdoor Studies program areas.
- Explore feasibility of Indigenous policing and early childhood educator program streams.
- Explore the addition of a third year to the Social Service Worker-Indigenous Specialization program focusing in addictions and mental health.
- Continue to explore community-based program opportunities.
- Create Indigenous-specific micro-credentials.
- Expand Indigenous-specific post-graduate certificate offerings.
- Infuse Indigenous worldview and perspectives into the Collaborative Bachelor of Science in Nursing (BScN) program curriculum.
- Work with First Nations along the Northshore to facilitate an experiential learning service trip for the BScN program.
- Assign designated seating in Aviation programs.

# Partnerships

## **We will:**

- Build relationships and expand partnerships with Indigenous Education Institutes.
- Engage with Indigenous communities and explore opportunities for co-op or work placements.
- Support Indigenous students in finding adequate housing and childcare through community partnerships.
- Seek partnerships that positively impact First Nations and Métis communities and learners and by developing respectful curriculum and pedagogy from Indigenous perspectives.

# Place

## **We will:**

- Strive to have a campus that physically reflects culturally relevant Indigenous perspectives, art and traditions.
- Expand and build upon existing, culturally safe learning environments and spaces.
- Continue to update and improve the Enji-maanjiding space.



# LOOKING FORWARD

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Leveraging our past successes, Sault College will continue to demonstrate the flexibility to adapt to unforeseen events and re-shape them as opportunities over the next four years.

We are also making a very important promise over the next four years. We promise to continue along a path of truth and reconciliation by ensuring that Indigenous ideas, knowledge, and culture are an integral part of everything we do.

As we enter into the uncharted territories of our future, we must continue to improve, innovate, and explore high-impact and technological approaches to teaching, learning, service-delivery, and applied research as we improve access and retention for all learners. We will do this to strengthen our communities as well as our nation.

In Sault Ste. Marie, our quality of life is second-to-none and with the ever-increasing demands on our students, we will actively promote and encourage our students to fully participate in their education and more. With an abundance of year-round, outdoor recreational activities and affordable housing, Sault College will be continue to be the destination College.

We also know that, while Sault College remains very much a community college, our community is now a global one and we must increasingly serve learners from around the world.



# Appendix (June 2021)

## **Board of Governors**

John Stadnyk, Chair  
Thom Ambeault, 1st Vice Chair  
Shauna Hynna, 2nd Vice Chair  
Jo-Anne Brooks  
Lou Buffone  
Christopher Czop  
Brad Delorenzi  
Ali Hassan  
Sandra Hollingsworth  
Don Mitchell  
David Oraziatti  
Orlando Rosa  
Matthew Scott  
Kay Vallee  
Jon Whittington  
Marnie Yourchuk

## **President and Vice Presidents**

Dr. Ron Common, President  
Colin Kirkwood, Vice President Academic and Research  
Janice Beatty, Vice President, Corporate and Student Services  
Richard Peters, Vice President, Strategic International Development

## **Academic Deans**

David Oraziatti, Dean, Environment, Technology and Business  
Marilyn King, Dean, Health and Community Services  
Carolyn Hepburn, Dean, Indigenous Studies and Academic Upgrading







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