

Strategic Directions		
April 1, 2018 - March 31, 2019		
GOAL	OBJECTIVE	MEASURE
1. Academic		
Improve Ministry Metrics as Defined in the Strategic Mandate Agreement.	Continue to create academic pathways (college to college, college to university and university to college).	Continue to increase the current number of student pathways - 3 in 2018-2019.
Demonstrate Academic Excellence.	Integration of Work Integrated Learning (WIL) into new and existing academic programs.	All new and existing academic programs contain appropriate levels and types of WIL.
	Program Rationalization.	Establish criteria to ensure Program Health and Sustainability.
Expand Advanced Learning Horizons for Students.	Increase degree offerings by 2020.	Two degree offerings approved by the Ministry by 2019.
Build Research Capacity - Build Faculty and Student Experiences, Knowledge, Skills and Abilities as it Relates to Research.	Promote interdisciplinary research projects that involve community based partners and peer institution experts.	Plan and conduct research professional development sessions and research, scholarship and innovation days for faculty.
	Provide assistance to faculty with regards to manuscript writing, statistical analysis, submitting manuscripts and completed thesis/dissertations for publication.	Engage in regular scholarly dialogue sessions and research with faculty.
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.

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2. Students (Success, Grad Rate, Entrepreneurial, International)		
Support Student Success.	Increase Student Success.	Develop a list of strategies and metrics to support student success and increase retention.
	Provide clear expectations (Student Code) and supports for success.	Reduce the number of student issues and compliance to Code of Student Rights and Responsibilities.
		Increase the number of students (post secondary/apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers).
Enhance Student Life.	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase "Campus Life" activities by 3 events per year.
	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	<ol style="list-style-type: none"> 1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental Win/Loss record. 4. Provincial/National recognition hits. 5. Increased athletic department revenue.
Administrative and Student Service Excellence.	Development of individual standards for administrative and student services.	Development and communication of standards.

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Increase Enrolment.	Increase International Enrolment.	Increase International Enrolment by 3% (Fall 2018 compared to Fall 2017).
	Maintain Domestic Enrolment Numbers.	Maintain PS Full Time Enrolment levels at 7900 within a 5% corridor.
	Development of a comprehensive 2018-2019 Enrolment Plan (By Program/AAL).	Appropriate academic space is renovated and ready for the 2018-2019 academic year.
	Increase capacity at Chatham Residence.	Student Residence expansion completed.
Enhance Student Life.	Build additional Residence capacity at Main Windsor campus.	Building of student residence commenced.
	Assist the Student Representative Council and Student Athletic Association, in determining the construction of the Sports Park (phased-in).	Sports Park commenced in 2018/2019 and operational impact understood.
3. Communities (Leadership, Communication & Partnership)		
Increase Corporate Training.	Enhance our reputation as a training centre for the workforce of our community.	<ol style="list-style-type: none"> 1. Increase revenue by 3%. 2. Add five new Corporate Training clients.

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Increase Community Engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Encourage, foster and document annual contributions in our community by staff and students.
Community Partnerships.	Fundraise to increase capacity to accept higher enrolment and elevate the College's profile.	Commencement of formal fundraising and branding campaign.
4. Human Resources (Efficiency & Effective)		
Development of Human Resources.	Staff development with a focus on academic quality and student success.	1. Continuation of staff orientation (part time/full time academic and non-academic). 2. 1% of budget allocated for staff development.
	Succession planning.	Development of annual College Staffing Plans.
5. Facilities (Efficiency & Effective)		
Campus Enhancement.	Explore feasibility of a Parking Garage.	Proceed with a procurement to identify any third party organizations that are interested in the construction and operation of a parking garage.

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6. Financial (Health & Viability)		
Financial Sustainability.	Balanced budgets.	Achieving balanced budgets annually.
Financial Sustainability.	Maintaining financial sustainability in accordance with the MAESD financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.
Financial Accountability.	Tools for budget holders to build budgets & include "what if" scenario's.	Implementation of enhanced budgeting tools.
	Interim relevant and transparent reporting on financial position to the Board: - Budget - Mid-year Review - Financial Statements - Other (to be determined by Audit Committee).	Complete interim reporting based on pre-determined deadlines.
	Achieve Ministry approval and financing for Academic Tower and Phase III of Student Centre.	Proceed with requesting approval under Section 28 of the Financial Administration Act from the Ministry.

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Legend:		
API - Athletic Performance Indicators		
AVP - Associate Vice President		
CAE - Centre for Academic Excellence		
CDOG - College Degree Operating Group		
CHO - Campus Hearing Officer		
CPAC - College Program Advisory Committee		
GPA - Grade Point Average		
HR - Human Resources		
IT - Information Technology		
KPI - Key Performance Indicators		
MAESD - Ministry of Advanced Education and Skills Development		
PAC - Program Advisory Committee		
PD - Professional Development		
PEQAB - Post-Secondary Education Quality Assessment Board		
RO - Registrars Office		
SCC - St. Clair College		
SMA - Strategic Mandate Agreement		
SOG - Senior Operations Group		
VLO - Vocational Learning Outcomes		
WIL - Work Integrated Learning		
Baseline: 2015/2016		