

2020-2025 Strategic Mandate Agreement

ST. CLAIR COLLEGE

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MINISTRY OF COLLEGES AND UNIVERSITIES



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Signing Page

2020-2025 Strategic Mandate Agreement

Signed Between

St. Clair College


And

Ministry of Colleges and Universities

SIGNED for and on behalf of the Ministry of
Colleges and Universities by:

SIGNED for and on behalf of St. Clair College by:


Shelley Tapp
Deputy Minister


Patricia France
President


Date


Date

This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.

The Government remains committed to SMA3 (2020-25) and implementing the performance-based funding model for colleges and universities approved as part of Budget 2019.

Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021-22) of SMA3. To determine how to link SMA3 metric performance to institutions' funding beyond Year 2, each year the Ministry will engage institutions through the SMA3 Annual Evaluation process to assess SMA3 metric performance for the current year; and, evaluate potential COVID-19 impacts on the SMA3 metrics for future years. This will include a review of the performance-based funding starting point proportion. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.

The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

Introduction

Preamble

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and St. Clair College is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system
- Describes the elements of Ontario's performance-based funding mechanism, including the college's annual performance-based funding notional allocation for the five-year SMA3 period
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- Supports transparency and accountability objectives, and
- Establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed.

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- Encouraging alignment of postsecondary education with labour market outcomes, and
- Incentivizing differentiation and specialization to support increased efficiencies.

Institutional Profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how the college's institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

St. Clair College prides itself on being an institution that is vibrant and agile, and readily evolving to remain on the cutting edge of academic programming. The College continues to be responsive to economic and societal trends ensuring that St. Clair College will continue to offer unparalleled service to its students and communities that it serves. The College programs and services continue to be aimed at providing the skills required by an ever changing labour market and, based on the input of the College's stakeholders, are flexible and adaptable to market needs.

Transforming lives and strengthening communities through high-quality and accessible educational experiences that support career-readiness, innovation, and life-long learning is St. Clair College's mission and purpose. St. Clair College has a straightforward vision, 'Excellence in all we do!' and does everything possible to ensure that its stakeholders receive the very best education, training, student experience and services. Accessibility, accountability, collaboration, diversity, inclusivity, integrity, quality, respect, sustainability and transparency are St. Clair College's core values that support and sustain the organization. St. Clair College strives to build upon its institutional strengths to fulfil its mandate and support system-wide objectives within the post-secondary education system as well as government priorities.

St. Clair College is committed to continuous improvement and embraces performance and accountability measures designed to enhance performance in key areas that will measure St. Clair College's effectiveness in being responsive to the advancing needs of the labour market it serves, enriching the skills and competencies of its students and fortifying regional, provincial and federal economic competitiveness. The social impact and the overall positive effect that St. Clair College has on the wellbeing of the individuals and communities it serves is equally as important to the institution as its economic impact. St. Clair College is proud of its pledge to transparent collegial governance. St. Clair College operates in an open and accountable manner to inspire confidence and trust in the work it performs. Its achievements and successes are due in large measure to the "Excellence In All We Do" attitude of all of St. Clair College's faculty, support staff, administrators, and students, who choose to work and study at St. Clair College. The full scope of St. Clair College's success can be measured by the broad engagement and collaboration in building the future of the institution with a focus on being a destination College. Over the coming years, St. Clair College will act responsibly and purposefully to ensure that the institution remains financially sustainable and viable. St. Clair College's goal is not just for the institution to be sustainable, but for it to prosper, staying true to its vision, mission and purpose and abiding by its values.

To review St. Clair College's five-year strategic plan, please visit:
stclaircollege.ca/boardandstaff/corporatedocuments

Performance-Based Funding

Notional Annual Allocation

For the 2020-2025 SMA cycle, St. Clair College’s annual allocation of performance-based funding has been calculated by the ministry in accordance with the college funding model and Ontario’s Performance-based Funding Technical Manual. St. Clair College’s notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21*	2021-22*	2022-23	2023-24	2024-25
Differentiation Envelope	\$13,373,041	\$18,649,377	\$23,925,713	\$29,202,050	\$31,840,218
Performance-based Grant	\$10,702,813	\$14,983,938	\$19,265,064	\$23,546,189	\$25,686,752

* Activation of performance-based funding will not be in place for 2020-21 and 2021-22. Thereafter, activation for the following years will be determined through the SMA3 Annual Evaluation process.

**Further details on calculations are available in Ontario’s Performance-based Funding Technical Manual. The Performance-based Grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance-based Portion of the Differentiation Envelope capped to the system-wide average.

***The notional allocations presented above are estimates based on 2019-20 final operating grant totals.

Institutional Weighting Strategy

The performance-based funding mechanism enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Metric	Institutional Assigned Weightings & Notional Performance-based Funding									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	Max 35%, Min 10%		Max 30%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%	
	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
1. Graduate Employment Rate in a Related Field	10%	\$1,070,281	5%	\$749,197	5%	\$963,253	5%	\$1,177,309	5%	\$1,284,338
2. Institutional Strength/Focus	25%	\$2,675,703	20%	\$2,996,788	20%	\$3,853,013	20%	\$4,709,238	20%	\$5,137,350
3. Graduation Rate	10%	\$1,070,281	5%	\$749,197	5%	\$963,253	5%	\$1,177,309	5%	\$1,284,338
4. Community/Local Impact – Student Enrolment	25%	\$2,675,703	20%	\$2,996,788	15%	\$2,889,760	15%	\$3,531,928	15%	\$3,853,013
5. Economic Impact (Institution-specific)	30%	\$3,210,844	20%	\$2,996,788	15%	\$2,889,760	15%	\$3,531,928	15%	\$3,853,013
6. Graduate Employment Earnings	--	--	5%	\$749,197	5%	\$963,253	5%	\$1,177,309	5%	\$1,284,338
7. Experiential Learning	--	--	5%	\$749,197	5%	\$963,253	5%	\$1,177,309	5%	\$1,284,338
8. Revenue Attracted from Private Sector Sources	--	--	20%	\$2,996,788	20%	\$3,853,013	20%	\$4,709,238	20%	\$5,137,350
9. Apprenticeship-related (Institution-specific)	--	--	--	--	5%	\$963,253	5%	\$1,177,309	5%	\$1,284,338
10. Skills & Competencies	--	--	--	--	5%	\$963,253	5%	\$1,177,309	5%	\$1,284,338

Priority Areas and Performance Metrics

Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, allowable performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

Skills & Job Outcomes

This priority area seeks to measure and evaluate the college's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Economic & Community Impact

This priority area seeks to measure and evaluate the college's role in supporting Ontario's economy. Metrics measure funding from private sector sources; the positive economic impact on local economies brought by students at an institution; and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Revenue Attracted from Private Sector Sources
- Apprenticeship-related (Institution-specific)

Productivity, Accountability & Transparency

To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:

- Faculty Activity
- Faculty Compensation

Skills & Job Outcomes

Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for St. Clair College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the Skills and Competencies metric being initiated for performance-based funding in 2022-23, the Ministry of Colleges and Universities will apply a ‘participation weighting’ of 5% of annual performance-based funding notional allocations for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

Graduate Employment Rate in a Related Field

Proportion of graduates employed full-time in a field related or partially related to their program six months after graduation
Metric initiated in 2020-21
Narrative
<p>St. Clair College is dedicated to supporting student and graduate outcomes that are aligned to meet the needs of its stakeholders.</p> <p>St. Clair College offers a wide variety of programs and courses leading to two and three-year diplomas as well as one-year certificates and applied degrees. Academic Schools include Skilled Trades, Community Studies, Health Sciences, Nursing, Engineering Technologies, Business and Information Technology, Media, Arts and Design and Academic Studies. St. Clair College is focused on pursuing and achieving academic excellence. Its faculty and staff are dedicated to providing its students with a well-rounded transformational learning experience that includes academics and practical skills to position them for successful employment in their fields of study. St. Clair College delivers career-focused education and applied training that is responsive to the needs of the regional labour market and contributes to regional prosperity and across Ontario. St. Clair College is proud of its overall graduate employment rate. Based on the 2018 Key Performance Indicator (KPI) Survey results, 87.5% of St. Clair College graduates were employed 6 months after graduation.</p> <p>Career Services provides holistic assistance to St. Clair College students seeking employment. Services and resources are focused on providing students with the techniques needed to successfully market job skills in today’s competitive labour market. Even after graduation, St. Clair College helps alumni reach employment goals. St. Clair College Employment Centre offers Employment Ontario programs and services to assist the public, including St. Clair College alumni. Career Services and the Employment Centres assist by connecting those seeking employment opportunities with businesses looking to hire.</p> <p>St. Clair College Career Services provides employers a variety of options to connect with St. Clair College students and alumni, including employer days, career days, job fairs and volunteer fairs. Through its Industry Liaison Office, St. Clair College maintains a coordinated approach to the recruitment of students and graduates, by reaching out to local industry and employers and providing a single point of contact for industry/employers at the College. St. Clair College has also developed ‘CareerCentral’, a comprehensive service centre and online tool that provides an all-inclusive array of career services for students, alumni and employers.</p>

Source: College Graduate Outcomes Survey (CGOS)/Ministry of Colleges and Universities

Institutional Strength/Focus

Labour Market Responsiveness: Manufacturing and Skilled Trades, Health Care/Community Services, Business and Information Technology, Tourism and Hospitality, and Construction and Utilities

Enrolment (full-time headcount, domestic and international) in an institution’s program area(s) of focus

Metric initiated in 2020-21

Narrative

As a Community College with a strategic focus on being a destination College, St. Clair College’s institutional strengths are contained within clusters that are representative of the labour market needs of major industries/employers in the Windsor-Essex, Chatham-Kent regions. These clusters include: Manufacturing and Skilled Trades; Health Care/Community Services; Business and Information Technology; Tourism and Hospitality; and, Construction and Utilities.

There are over 125 programs offered at St. Clair College. There has been a shift in demographics and provincially, the system has seen a reduction in domestic student enrolment. These changes have necessitated a thorough review of existing programs that are facing declining student interest. Focused and sustained international recruitment will be supported by targeted international marketing and communications strategy with the aim to increase the number of international students, together with balancing the proportion and diversity of its student population on each of its campuses.

St. Clair College will continue to ensure that it is responsive to the needs of the regional and provincial labour market as well as globally. The College moved to a higher level of postsecondary distinction with the launch of its first four-year degree program, Honours Bachelor of Applied Arts in Social Justice & Legal Studies, in the Fall of 2019. This program combines the foundational knowledge and strengths of three pillars instrumental in bringing about socio-political development and positive change: poverty law, social justice, and community capacity building as achieved through education, advocacy, and activism. This multifaceted and interdisciplinary program provides a strong foundation of both the theoretical underpinnings as well as established practices in criminology, sociology, social work, philosophy, political science, Canadian law, community capacity building, and the study of under-represented and/or vulnerable populations. St. Clair College is also marketing the launch of its Honours Bachelor of Business Administration (Information & Communication Technology) BBA (ICT) for Fall of 2021. Information Communication Technology is a dynamic and progressive discipline that is the core to many sectors of business in the region and province. St. Clair College will continue to create new student pathways, and expand both faculty and student involvement in research-and-development projects. Diversification and growth will come from programs that fall outside those supported by provincial and federal government funding. St. Clair College offers unique, in-demand programming. such as its Data Analytics for Business and International Business Management - Logistics Systems (IBM).

St. Clair College enjoys the enviable position of being located where there is the busiest international border crossing in North America in terms of trade volume, carrying more than 25% of all merchandise trade between Canada and the United States. While St. Clair College has this enviable location, it does bring with it challenges of operating in a competitive environment, trade-related issues and it is a region often impacted by economic down turns. The College plays an integral part in assisting with challenges of being a US border community as well as strengthening the local economy with its economic impact and providing retraining and skills development to help with economic shifts. The Gordie Howe International Bridge Project, the first new major trade link under construction between Canada and the United States in four decades, is expected to be completed in 2024. St. Clair College is engaged with the Windsor-Detroit Bridge Authority and the Bridging North America consortium to assist with providing skilled graduates for jobs in the construction phase, the operations and maintenance phase, and the wide variety of jobs that will be induced as a result of this historic, once-in-a-generation, infrastructure project.

Source: Provided by Institutions, validated by College Statistical Enrolment Report (CSER)/Ministry of Colleges and Universities

Graduation Rate

Percentage of full-time students (domestic and international), who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees)

Metric initiated in 2020-21

Narrative

St. Clair College has had great success with student retention. The College has significantly reduced the withdrawal rate by bolstering student support services such as counselling and tutoring. St. Clair College continues to impress students with the overall quality of the learning experience, providing the knowledge and skills that will be useful in their future career, and their overall satisfaction with the quality of the services, facilities and resources at the College. St. Clair College staff work extremely hard to ensure programs are of the highest quality, its facilities and resources are there to support student success, and that the College has created an atmosphere that supports great student life.

St. Clair College has a Retention Task Force comprised of a cross-section of College staff and students. It analyzes pitfalls that might cause students to leave and data identifying the cause of student failures. The Task Force reviews various strategies to support student success and makes evidence-based recommendations to the Senior Operations Group. On an annual basis, the coordinator and faculty of every program review retention data via the annual program review process. Based on the student data, appropriate action plans are created to support student success. The Chair of each school approves these action plans and data is then reanalyzed the following year to evaluate success and future action plans.

Source: Graduate Rate Submission Process, College Graduation Rate Tool (CGRT)

Graduate Employment Earnings

Median employment earnings of college graduates in a given calendar year, two years after graduation

Metric initiated in 2021-22

Narrative

St. Clair College is committed to providing its graduates with 21st- century transformational learning experiences and experiential and entrepreneurial opportunities so that they are successful in obtaining rewarding careers. St. Clair College helps its graduates to develop essential employability skills together with the practical skills needed for the ever-changing and evolving labour market. This helps to address industry needs by preparing graduates for fulfilling careers and satisfying the recruitment needs of local, regional and provincial employers.

The results for graduate employment earnings will depend on labour market conditions and graduates' personal choices regarding their preferred career paths. There are some risks that could influence the success of this measure, such as a sudden decline in an economic downturn in the region and/or province.

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

Experiential Learning

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning component(s)

Metric initiated in 2021-22

Narrative

Based on 2018-2019 data, approximately 71 per cent of St. Clair College's 125 programs have an experiential learning component. St. Clair College is committed to implementing an experiential learning opportunity in 100 per cent of its programs by 2024-2025. Recognizing the value of providing experiential learning opportunities for its students, St. Clair College actively pursues learning experiences extending beyond the traditional classroom. These experiences become even more valuable when the students are able to help and benefit others within our community. Students develop a sense of engagement through their involvement in outreach, clubs, student government, varsity athletics and a range of campus activities and events. This social and community engagement results in graduates who support a collaborative, innovative economy and who experience high employment rates and higher earning levels.

St. Clair College is working on implementing ORBIS Outcomes and launching an experiential transcript for its students. The St. Clair College Experience Record will include workplace projects and activities embedded in curriculum as well as entrepreneurship by reviewing all course outlines across all programs in order to document students' experiences within the curriculum together with co-curricular and College-sanctioned extra-curricular student engagement in experiential learning. The Essential Employability Skills (EES) embedded within curriculum will also be reviewed and these competencies will be documented on students' St. Clair College Experience Record. This marks a significant achievement in creating a more comprehensive and meaningful record of learning through experience for our students.

Source: MCU Graduate Record File Data; File attached to College Graduate Outcomes Survey (CGOS)

Skills & Competencies

Education and Skills Online: Random sample of students (domestic and international)

Metric initiated in 2022-23

Narrative

St. Clair College is committed to participating in the Education and Skills Online assessment. St. Clair College has initiated additional supports for students to expand upon their skills and competencies including additional English testing as an added tool to assess skill levels and provide supplementary supports such as online writing labs and student success technologists who provide dedicated and focused assistance.

Source: Education and Skills Online Assessment, Organisation for Economic Co-operation and Development (OECD)

Economic & Community Impact

Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for St. Clair College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

Community/Local Impact of Student Enrolment

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located
Metric initiated in 2020-21
Narrative
<p>With more than 12,800 students, 100,000+ alumni and 850 full-time equivalent faculty and staff, St. Clair College is a major employer and economic driver within the Windsor-Essex, Chatham-Kent regions. International students are an important part of the St. Clair College community. St. Clair College strives to support international learners, and the College has steadily increased its international enrolment in recent years. During the fiscal year 2018-2019, St. Clair College served 4,783 international students, all of whom relocated to the Windsor-Essex, Chatham-Kent regions. Many students who arrive at St. Clair College become integrated into the economic and social fabric of the region. Through volunteering and experiential learning opportunities, they develop the skills and knowledge needed for future jobs, while they help drive local economies through entrepreneurship and innovation. St. Clair College students are also boosting regional economies by supporting local businesses, buying local goods and services and adding to the local tourism, accommodation and food services industries by having family and friends visit during the academic year. These activities have a significant positive economic impact on the local communities.</p> <p>Based on the 2019 October Economic Value report prepared by EMSI for St. Clair College, approximately 43% of students attending St. Clair College originated from outside the region in fiscal year 2018-19, and some of these students relocated to the Windsor-Essex, Chatham-Kent regions to attend St. Clair College. These students may not have come to the region if the College did not exist. In addition, some in-region students (retained students) would have left the Windsor-Essex, Chatham-Kent regions if not for the existence of St. Clair College.</p>

Source: College Statistical Enrolment Report (CSER), Ministry of Colleges and Universities, Census Data/Statistics Canada

Economic Impact (Institution-specific)

Economic Impact of International Students at St. Clair College

Economic impact analysis of St. Clair College's international students based on average expenditure to the regional (Windsor-Essex, and Chatham-Kent) economy

Metric initiated in 2020-21

Narrative

The Economic Value of St. Clair College EMSI October 2019 Report estimated the total annual economic impact of St. Clair College on the Windsor-Essex, Chatham-Kent regions is \$770.8 million, a value approximately equal to 2.7% of the region's total gross regional product (GRP). This contribution that St. Clair College provided on its own is larger than the entire Finance & Insurance industry in the region. Expressed in terms of jobs, St. Clair College's economic impact supported 7,414 regional jobs. St. Clair College supported the most jobs in the Health Care and Social Assistance industry sector, supporting 2,539 jobs in fiscal year 2018-19, for a key industry sector for the regions and the province. For perspective, the activities of St. Clair College and its students and alumni support one out of every 41 jobs in the regions. These are impacts that would not have been generated without the College's presence in the Windsor-Essex, Chatham-Kent regions.

St. Clair College promotes economic growth in the Windsor-Essex, Chatham-Kent regions through the expenditures of students and alumni. The College's activities attract students from outside the Windsor-Essex, Chatham-Kent regions, whose expenditures benefit regional vendors. St. Clair College is a primary source of postsecondary education to the Windsor-Essex, Chatham-Kent regions' residents and a supplier of trained workers to regional industries, enhancing overall productivity in the regional workforce.

Approximately 43% of students attending St. Clair College originated from outside the regions in fiscal year 2018-19, and some of these students relocated to the Windsor-Essex, Chatham-Kent regions to attend St. Clair College. These students may not have come to the regions if the College did not exist. In addition, some in-region students (retained students) would have left the Windsor-Essex, Chatham-Kent regions if not for the existence of St. Clair College.

The education and training St. Clair College provides for regional residents has great impact. Since St. Clair College's establishment, students have studied at the College and entered the regional workforce with greater knowledge and new skills. As a result of their St. Clair College educations, the students receive higher earnings and increase the productivity of the businesses that employ them. In fiscal year 2018-19, St. Clair College alumni generated \$630.8 million in added income for the regional economy, which is equivalent to supporting 5,666 jobs.

International students are an important part of the St. Clair College community. St. Clair College strives to support international learners, and the College has steadily increased its international enrolment in recent years. In fiscal year 2018-19, St. Clair College served 3,976 international students, all of whom relocated to the Windsor-Essex, Chatham-Kent regions. Thousands of St. Clair College's former international students are employed in the Windsor-Essex, Chatham-Kent regions, receiving higher earnings and increasing the productivity of the businesses that employ them. In fiscal year 2018-19, these active alumni generated \$56.6 million in added income for the regional economy. In fiscal year 2018-19, international students at St. Clair College's campuses in Windsor and Chatham-Kent added \$144.7 million to the regional economy based on average expenditures per international student.

Source: Economic Value of St. Clair College EMSI Report and Global Affairs Canada Report – 2016 Average Expenditure per College International Student

Revenue Attracted from Private Sector Sources

Total revenue attracted from private sector and not-for-profit sources
Metric initiated in 2021-22
Narrative
<p>Over the next five years, St. Clair College will focus on revenue generation and revenue diversification, while also focusing on cost containment. Diversification will come from new programs and services that fall outside those supported by municipal, provincial and federal government funding, as well as through philanthropic supports and increased public college private partnership (PCPP) engagement. St. Clair College will look to grow ancillary revenues to support the College’s priorities. St. Clair College is a part of the fabric of the community. The College provides a wide variety of programs and services for the community to access. From premium meeting and convention space, to the ability to host weddings and galas, exceptional catering services or enjoying a concert at its theatre venue, the College provides a wide variety of activities, community engagement and support for the Windsor-Essex, Chatham-Kent regions.</p> <p>St. Clair College will continue to increase Corporate and Professional Training revenues and enhance its reputation as a training centre for the workforce of the region. St. Clair College’s Corporate and Professional Training division extends the College’s programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College’s Corporate and Professional Training Programs are custom designed to fit industry’s specific needs, delivering affordable, results-oriented training, both nationally and internationally. The consultants and trainers have extensive sector-related experience and capabilities. St. Clair College is committed to delivering high-quality, accessible education and training to meet the needs of learners and the labour market needs of Southwestern Ontario. The College continues to build upon its reputation as a strong community resource by listening and responding to local industry training requirements.</p>

Source: College Financial Information System (CFIS)

Apprenticeship-related (Institution-specific)

Local Manufacturing Industry Skilled Trades Impact – the number of trainees who complete training within our Manufacturing Skilled Trades Cluster of programming.
Metric initiated in 2022-23
Narrative
<p>In January 2019, St. Clair College celebrated the second anniversary of the St. Clair College Skilled Trades Regional Training Centre. The Centre prepares students, in a very short period of time, to become proficient in math, blueprint reading, computer skills, safety training, and hands-on training on a wide variety of state-of-the-art equipment including CNC machines. Upon successful completion, students receive a college certificate in Precision Metal Cutting as well as a first-year exemption certificate towards their apprenticeship. This unique program features strong partnerships with industry, exemplifying how St. Clair College and industry are working together to close the skilled trades gap, while simultaneously providing young people in the region with affordable educations that lead to rewarding and lucrative careers as a CNC machinist, tool or mould maker. St. Clair College has committed to providing this programming for its local manufacturing industry. The skills that these students possess make the graduates highly marketable and ready to be productive employees in local manufacturing facilities. The graduates are placed in industry, with companies that are in need of skilled trades professionals. This is a unique training model that works. It is a win-win for ‘Earn While You Learn’ students, employer partners and industry.</p> <p>In order to be responsive to the local manufacturing industry’s need for skilled workers, St. Clair College offers a cluster of manufacturing skilled trades training. Programs include Precision Metal Cutting, Industrial Mechanic Millwright and General Machinist. There are varying demands for individuals trained in these areas</p>

(e.g. industry may look to fill more millwright positions one year as compared to general machinist positions). Overall, St. Clair College strives to ensure the appropriate number of completions each year within the manufacturing skilled trades cluster to meet the demands of local industry.

Source: Student Registrations within St. Clair College Student Information System (SIS)

Productivity, Accountability and Transparency

Reporting Metrics – Attestation

This priority area of the Ontario government supports the government’s goal of increasing trust in Ontario’s finances and promoting accountability through transparency and improved performance outcomes in Ontario’s postsecondary education system.

These metrics are not tied to funding, and are used to measure and report on the following indicators:

- *Faculty Activity*
- *Faculty Compensation*

Faculty Activity

Information regarding St. Clair College Faculty Activity will be made publicly available in Year 3 (2022-23).

Faculty Compensation

Information regarding St. Clair College Faculty Compensation will be made publicly available in Year 3 (2022-23).

Enrolment Profile

In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor 'midpoint' to provide funding predictability to institutions.

Corridor Midpoint

For funding purposes **10,287.16** Weighted Funding Units (WFUs) will be the corridor midpoint value for the five-year period from 2020-25 for St. Clair College. Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the policies contained within the *Ontario College Funding Formula Reform Technical Manual, May 2017, Version 1.1*.

NOTE: Midpoints were established using the average of funding-eligible enrolment from 2015-16, 2016-17, and 2017-18.

Projected Funding-Eligible Enrolments

Below is St. Clair College's projection of funding-eligible full-time headcount as of August 1, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	733	931	943	948	948
Ontario College Diploma/Advanced Diploma	4,989	5,862	6,306	6,455	6,482
Ontario College Graduate Certificate	97	166	206	221	181
Baccalaureate Degree in Applied Area of Study	69	128	204	250	289
Total	5,888	7,087	7,659	7,874	7,900

Note: This table reports on full-time headcounts from the Fall term.

All other funding activity in full-time equivalent (FTE); Part-time, Tuition short, (PLAR)	328	328	328	328	328
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Projected International Enrolment

Below is St. Clair College's projection of funding-ineligible international full-time headcount at college-operated campuses as of August 1, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	5	20	20	20	20
Ontario College Diploma/Advanced Diploma	2,029	3,060	3,274	3,335	3,491
Ontario College Graduate Certificate	922	1,102	1,092	1,054	1,058
Baccalaureate Degree in Applied Area of Study	1	46	80	111	141
Total	2,957	4,228	4,466	4,520	4,710

Note: This table reports on full-time headcounts from the Fall term.

Below is St. Clair College's projection of funding-ineligible international full-time headcount at campuses operated by private partners (if applicable) as of August 1, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	0	0	0	0	0
Ontario College Diploma/Advanced Diploma	2,310	3,086	3,086	3,861	3,861
Ontario College Graduate Certificate	668	892	892	1,117	1,117
Baccalaureate Degree in Applied Area of Study	0	0	0	0	0
Total	2,978	3,978	3,978	4,978	4,978

Note: This table reports on full-time headcounts from the Fall term.

Appendix: Metric Data, Targets and Results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that greyed out fields indicate metrics that will be initiated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

St. Clair College													
SMA3 Metric	Historical Data			SMA3 Performance									
				2020-21		2021-22		2022-23		2023-24		2024-25	
				APT	Actual	APT	Actual	APT	Actual	APT	Actual	APT	Actual
1. Graduate Employment Rate in a Related Field	2016-17	2017-18	2018-19	64.80%									
	63.91%	69.27%	68.27%										
2. Institutional Strength/ Focus	2016-17	2017-18	2018-19	28.66%									
	28.84%	30.09%	29.24%										
3. Graduation Rate	2016-17	2017-18	2018-19	67.65%									
	68.23%	68.03%	68.21%										
4. Community/ Local Impact of Student Enrolment	2016-17	2017-18	2018-19	4.48%									
	4.93%	4.78%	6.47%										
5. Economic Impact (Institution-specific)	2016-17	2017-18	2018-19	\$19,000,800									
	\$19,000,800	\$38,438,400	\$144,726,400										
6. Graduate Employment Earnings	2016-17	2017-18	2018-19										
	\$	\$	\$										
7. Experiential Learning	2016-17	2017-18	2018-19										
	#	#	#										
	%	%	%										
8. Revenue Attracted from Private Sector Sources	2016-17	2017-18	2018-19										
	\$	\$	\$										
9. Apprenticeship-related (Institution-specific)	2016-17	2017-18	2018-19										
	#	#	#										
10. Skills & Competencies								Survey initiated	E.g. Yes				