

Goal	Objective	Measure
1. Academic Excellence		
Academic	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.
	All new and existing academic programs contain appropriate levels and types of EL.	Formalize and document the types of Experiential Learning (EL) within all academic programs.
	Review of program sustainability and rationalization metrics.	Review the current program sustainability model and establish new criteria to ensure alignment with the new SMA3 guidelines.
		Implementation of a new Program Costing Model.
	Review of Quality Audit requirements, gap identification and draft Self Study.	Creation of draft Self Study for Quality Audit.
		Gaps identified and resolved.
All College policies to be reviewed and revised as required and the creation of an enhanced process to ensure annual review.		
Research & Development	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.

Goal	Objective	Measure
Student Pathways	Continue to create academic pathways (college to college, college to university, university to college).	Continue to increase the current number of student pathways year over year.
		Promote student pathways for heightened awareness.
2. Students (Retention, Graduation Rate and Success)		
Support Student Success	Increase student success.	Resurrect a Student Retention Committee and analyze retention rates.
		Creation and adoption of Terms of Reference (TOR) for the Student Retention Committee.
		Development of a Student Retention and Success Report to support student success.
		Monitor, analyze, review and report impact of English testing for international students.
Support Student Success	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (ie. online tools, mock interviews).
		Continue to increase “Campus Life” activities by three new events per year.
Administrative and Student Service Excellence	Maintain and report on Athletic Performance Indicators (API's) that align with academic/corporate priorities.	1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental win/loss record. 4. Provincial/national recognition hits. 5. Increase athletic department revenue.
		Review and implementation of new Student Satisfaction Survey (KPI Survey).
Administrative and Student Service Excellence	Development/implementation of survey.	

Goal	Objective	Measure
Increase Enrolment	International enrolment.	Maintain/grow current international enrolment in Windsor and Chatham.
		Increase PCPP enrolment by 40% by adding additional campuses.
	Maintain domestic enrolment.	Maintain PS full-time enrolment within existing corridor.
	Increase student capacity in Windsor.	Completion of Academic Tower with occupancy.
Pursue and create plan for additional space capacity for increased enrolment for Windsor Downtown campuses.		
Enhance Student Life	Completion and occupancy of the third party student residence.	Student residence built and student occupancy commenced.
	Sports Park opened and operating.	Formalized Operational Plan and Service Agreement completed for the Sports Park in conjunction with the SRC and SAA.
3. Community Engagement (Leadership, Communication and Partnership)		
Increase/Monitor Community Local Impact	Monitor and increase economic impact to local community.	Conduct annual research of community spending and impact.
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).
Brand Identification	Continuation of new brand “Rise Above The Ordinary” initiatives.	Number of actions taken to increase brand awareness.

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Increase Community Engagement	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.	Creation and engagement of the “Community Saints” in conjunction with SRC, TSI, SAA and Alumni and document impact.
		Increase community awareness of engagement/support of College staff and students.
4. Human Resources (Staff Development, Efficiency, Effectiveness and Wellness)		
Development of Human Resources	Staff development.	Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material.
		1% of budget allocation for staff development.
	Business continuity.	Review and/or creation of Standard Operating Procedures (SOP’s)/desk manuals.
		Staff Wellness.
	Continue to promote staff collaboration and engagement through monthly or quarterly activities.	
	Monitor institutional WSIB lost sick time.	
5. Facilities Enhancement		
Campus Enhancement	Increase parking capacity.	Creation of a formalized plan to increase number of parking spaces on Main Windsor Campus.
		Implementation of parking plan above.
Deferred Maintenance	Development of a formalized Deferred Maintenance Plan based on recent Building Condition Assessment (BCA).	Development of a formalized and ongoing Deferred Maintenance Plan that incorporates institutional priorities and replacements.

Goal	Objective	Measure
Campus Beautification	Continue to beautify the College campuses and maximize brand.	Annual plan for Campus Beautification developed.
6. Financial Health and Sustainability		
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually.
	College sustainability.	Increase sustainability fund.
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks.
Financial Efficiency	Review possibility of Centralized Budgeting.	Review and analyze the impact of a “Centralized Expense” allocation and monitoring to achieve more realistic financial results.
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: <ul style="list-style-type: none"> ▪ Budget ▪ Mid-Year Review ▪ Financial Statements 	Complete interim reporting based on pre-determined deadlines.

Legend:

AVP – Associate Vice President
 API – Athletic Performance Indicator
 BCA – Building Condition Assessment
 CAE – Centre for Academic Excellence
 GPA – Grade Point Average
 EL – Experiential Learning

Baseline: 2019/20, and subsequently, the previous year.

KPI – Key Performance Indicator
 MCU – Ministry of Colleges and Universities
 PCPP – Public College Private Partner
 SCC – St. Clair College
 SMA – Strategic Mandate Agreement
 SOG – Senior Operations Group