



Sault College Annual Report

2019-2020 FISCAL YEAR



SAULT
COLLEGE



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Message from the Board Chair

On behalf of the Sault College Board of Governors, I am very pleased to present Sault College's Annual Report for the 2019-20 fiscal year.

Sault College has a strong presence in our community and across Northern Ontario. As the community's largest employer, Sault College's economic impact to the Algoma Region is estimated at approximately \$158 million dollars annually. The College not only provides a top quality education, it is also an economic driver to the communities it serves.

As you read through this report, you will see that we continue to keep Sault College's vision top of mind, as it speaks to what we are all about: to make society a better place by providing a transformative life experience through empowering those who study with us to think and learn in progressive, innovative ways, including those we have not yet imagined.

The College has transformed into a first-rate, provincial leader in post-secondary education. The College has had great success in achieving



Message from the President

This past year has been very exciting and challenging for Sault College!

Students are at the core of everything we do. We remain committed to providing exceptional pedagogical experiences to students and we strive to continue to be the best-in-class in the programs and services the College offers.

Our fiscal year ended differently than planned with our College campus closing as a result of the COVID-19 pandemic. As we deal with many matters related to the pandemic, we will continue to ensure that the health and safety of our students and staff remain our top priority. We will prepare for various operating scenarios as well as protocols for the gradual re-opening of the college ensuring alignment with Ministry guidelines and consultation with public health officials.

We are very proud to report that Sault College was recently awarded the Chamber of Commerce Outstanding Business Achievement Award 'Employer of the Year'. The Employer of the Year Award recognizes an employer who has created cultures and communities through every aspect of their business. Sault College is this and so much more, so while I am not surprised our College won, I am very humbled and I share this with all of you. Together we've created a great place to work and this positive culture not only affects our everyday interactions and collaborations, but it is also the foundation for our work with our students as we help them to learn, grow and have an exceptional post-secondary experience.

Our commitment to Indigenous education remains stronger than ever as we continue to foster and encourage an understanding and appreciation of the histories, culture and traditions of Indigenous peoples.

I would like to thank the Board of Governors, the Indigenous Circle on Education and our Program Advisory Committees for their leadership and guidance this past year. Finally, I cannot thank enough the entire team of staff at the College for their commitment to students, both in and out of the classroom. I am so proud of the resiliency, dedication and determination of our staff. It is incredible to see our organization come together in the face of adversity only to get stronger and more focused. Thank you to everyone for their amazing work over the last year.



Dr. Ron Common
President, Sault College



Vision and Mission

The Vision of Sault College is to 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, innovative ways, including those we have not yet imagined.

Our Mission is to be recognized as the pre-emper TWiqt04 Tis

Achievement of 2019-2020 Goals and Objectives

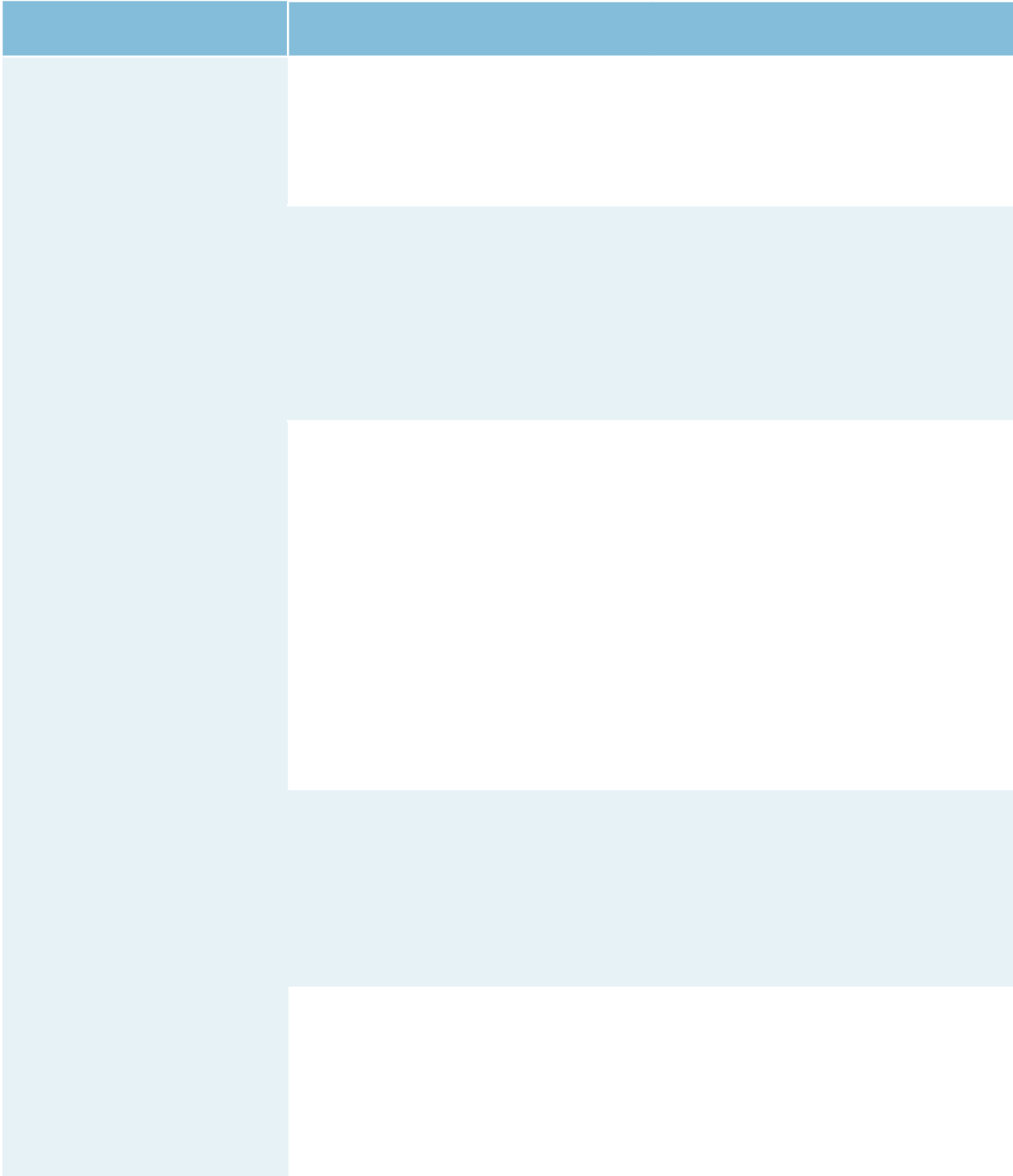
In accordance with our Strategic Plan and Strategic Mandate Agreement governance documents, the following measurable operational initiatives were highlighted to be undertaken over the past year. Progress as of March 31, 2020 is captured in this section of the report.



Student Experience

Sault College will continue to foster the highest quality experience that has our students and apprentices declaring that they received the education they want here and more, that it was worth it to come here, and that the experience changed their lives for the better. Sault College is committed to continue to lead the way in student satisfaction and become the destination college in northern Ontario.

Goal	2019-20 Departmental Initiatives	Progress at March 31, 2020
Establish a progressive and inclusive learning environment for all students including Indigenous and international students.		



Goal	2019-20 Departmental Initiatives	Progress at March 31, 2020
	<p>Content will be added to the Student Support Centre (SSC) page of the Sault College website/portal, including a “Meet our Staff” section with photos and bios, so that students feel more comfortable accessing supports and can understand more thoroughly what services are available in the SSC.</p>	<p>Completed.</p>
	<p>An OCAS Call Centre pilot project will be undertaken to provide access to telephone support to current and prospective students in peak times and after college business hours.</p>	<p>In progress. OCAS Call Centre research has concluded and implementation is planned in 2020-21.</p>
	<p>The IT department will complete the following initiatives:</p> <ul style="list-style-type: none"> a. Updates to the delivery of technology services for students will be completed via new IT support portal. b. Migration of student data to the cloud for improved access and functionality. 	<p>In progress. ITSM (Information Technology Service Management) tool will be going live on June 9th, 2020, to support this delivery of this initiative. Student migration to online has been ongoing for the past eight months, full migration should be completed by fall 2020.</p>
	<p>The college will work with Health Force Ontario to link our international students enrolled in the Health Care Administration program that are professionally trained in their home country to navigate the process toward becoming certified in Ontario.</p>	<p>In progress. Significant progress toward linking our Health Care Administration students who are professionally trained in nursing and other related medical fields to address the shortage in Personal Support Workers in the Province of Ontario. The Ontario PSW Association has worked with Sault College to grandfather many of our internationally trained nurses to fill the need in local homecare and long term care systems.</p>

Goal	2019-20 Departmental Initiatives	Progress at March 31, 2020
<p>Campus maintenance, renewal and expansion:</p> <p>Capital projects:</p> <ul style="list-style-type: none"> • iE3 – next steps • Waterfront Adventure Centre – operations, etc. • Continue to improve facilities, including labs/shops to enhance applied learning 	<p>IE3 INSTITUTE FOR EDUCATION, ENVIRONMENT AND ENTREPRENEURSHIP</p> <p>Curation of J Wing display cases will occur. This will include incorporation of Indigenous traditional knowledge with a link to our natural environment programming with the intention of providing an informative, relevant and culturally significant display.</p>	<p>Completed and ongoing.</p>
	<p>Fit-out the third floor of the E Wing will occur and will include the creation of new state-of-the-art facilities such as the enhanced cross disciplinary, high-tech collaboration classrooms and meeting rooms.</p>	<p>Completed</p>
	<p>Implementation of the iE3 student technology lab virtualization to support access to all required program related software.</p>	<p>Completed</p>
	<p>Explore opportunity to p</p>	

Goal	2019-20 Departmental Initiatives	Progress at March 31, 2020
	<p>SKILLED TRADES</p> <p>Seek funding to expand Mechanical labs to accommodate new hydraulics, pneumatics and CNC training equipment to more effectively address local and regional industry needs.</p>	<p>Completed and ongoing. Apprenticeship Enhancement Funding was secured to purchase three CNC Milling Machines and three CNC Lathes.</p>
	<p>RESIDENCE</p> <p>General building maintenance of Residence, including flooring, painting, appliances etc. to modernize the appearance of Residence to be more welcoming to international, Indigenous and domestic students.</p>	<p>Completed and ongoing.</p> <ul style="list-style-type: none"> • Updated flooring for four pods to date. • Painted second floor hallway and one pod. • Acquired two new washing machines and two new fridges.
	<p>Residence staff will work in partnership with the international and Indigenous Studies departments to determine the needs of students and how these can be met within residence (surveys, communication, options in Residence).</p>	<p>Ongoing.</p> <ul style="list-style-type: none"> • Began initial budgeting and planning for Indigenous space in Residence building. • Held a Bannock Night event in Residence with Indigenous Studies department.
	<p>WATERFRONT ADVENTURE CENTRE</p> <p>Continuing Education will utilize the Waterfront Adventure Centre for programming to increase community usage of the centre.</p> <ul style="list-style-type: none"> • Continuing Education will offer Summer Camp experiences for youth, ages 8-13, for water-based activities from the Waterfront Adventure Centre. • Continuing Education will offer General Interest – Physical Activity programming at the Waterfront Adventure Centre. 	<p>Achieved and ongoing.</p> <ul style="list-style-type: none"> • Continuing Education facilitated the following during summer 2019: • Summer Camps • Paddleboard Yoga. • Working with various internal and external groups to increase programming at the Waterfront Adventure Centre in an inclusive and user-friendly way.
	<p>INFORMATION TECHNOLOGY</p> <p>Implementation of updated end user device protection and delivery of cyber security awareness campaign.</p> <p>Proof of concept to be developed for BYOD (Bring Your Own Device) options and software utilization.</p>	<p>Ongoing.</p> <ul style="list-style-type: none"> • Phishing information and education campaign initiated and will continue as spam is a continued security issue. • AppsAnywhere software has been procured as a part of the OCCIO (Ontario Colleges Collaboration of Chief Information Officers) collaboration which will allow for remote delivery of software to students and staff.

System-Wide Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
Overall student satisfaction rate	79% – 84%	The Quality Assurance and Institutional Research department will collate and disseminate program-level KPI data to support Academic program areas' review and analysis of overall student satisfaction ratings and of individual indicators within the student survey to determine areas in need of improvement.	Achieved. Actual was 83.9% - Highest in the province. (19 out of 24 colleges participated in the survey conducted by an independent research firm)
Student satisfaction with services	75% – 85%	Student Success staff will run monthly Wellness Wednesday events as well as coordinate monthly awareness events.	Achieved. Actual was 75.8% - Second highest in the province next to Boreal. Motivational Mondays participation: <ul style="list-style-type: none"> • Fall 2019 – 667 • Winter 2020 – 216. Awareness Week events participation: <ul style="list-style-type: none"> • Fall 2019 – 325 • Winter 2020 – 165.
		The Student Support Centre, housing a one-stop service location on campus, will provide students with easy access to the supports they need to be successful.	Completed. Accessible use of the Student Support Centre to utilize Testing, Accessibility Services, Counselling, Student Success/Job Centre and International Student Services contributed to the student satisfaction rates in each service area.
		Programming within the open student space in the Student Support Centre will be planned during the 2019/20 year to improve awareness and access to services.	Completed. 2019-20 programming included: <ul style="list-style-type: none"> • Information Kiosk created outside of Student Support Centre for awareness and assistance outside of office hours during first 6 weeks of each semester (135 students accessed the Kiosk during winter 2020). • Resume workshops one-on-one and small groups: Fall 2019: 133 Winter 2020: 339 participants. • Holiday Surprise events saw 280 participants. • Student Appreciation events in winter 2020 had 550 participants.

System-Wide Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
		With the exponential growth in international enrolment, additional supports will be added to improve student satisfaction.	Completed and ongoing.
Student satisfaction with facilities		The Quality Assurance and Institutional Research department will facilitate student focus groups to gather student feedback on College facilities and resources.	Achieved. Actual was 81.4% - Highest in the province.
		A significant modernization project will be undertaken in Aviation which includes the purchase of a new Zlin aircraft, new student training area at the airport and new flight simulator equipment.	In progress. The new aircraft was received in March. Two new Flight Training beds in

Institution-Specific Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
		<p>Develop processes to identify and connect with the proper counselling support for all varsity athletes and student fitness centre users who would benefit from this assistance.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> • Student athletes were advised through coaches to speak with the Varsity coordinator, who would refer them to counselling support. • Updated student athlete orientation to include support information. •

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	Human Resources will work with the Academic Division to strategically examine goals to achieve desired outcomes. Appropriate professional development will be sourced for faculty and leadership.	Completed and ongoing.
	The Library will continue to work with Continuing Education to improve access/awareness of online library databases for e-learning and will be enhancing this in 2019-20.	<p>Achieved.</p> <ul style="list-style-type: none"> • Increased database access for programs and partnerships. • Increased awareness of library database license issues and Ontario learn courses.
	The college will evaluate the merits of expanding Varsity Athletics and/or recreation programs into e-sports.	<p>Ongoing.</p> <p>Strategically examined opportunities for E-sports in the OCAA and CCAA, however, at this time start-up costs are a deterrent.</p>
	The IT department will implement a digital studio for the recording and production of quality presentations to be used in a variety of ways augmenting traditional delivery and supporting a digital presence.	<p>In progress.</p> <p>All of the equipment has been procured and configuration of the room is underway (completion June 2020).</p>
Update digital infrastructure; including simulators and software	Updating software in Media and Design programs to ensure students have access to the latest versions and most industry-relevant programs.	<p>In progress.</p> <p>The college has continued to make Adobe Creative Cloud available to students in Media and Design programs with support of our IT.</p>
	The Aviation program will add four new simulators for a total capacity of five which will be located in the B Wing Aviation area as well as at the hanger.	<p>In progress.</p> <p>Two simulators were received and installed in B Wing Aviation area. The Aviation area is currently under construction.</p>

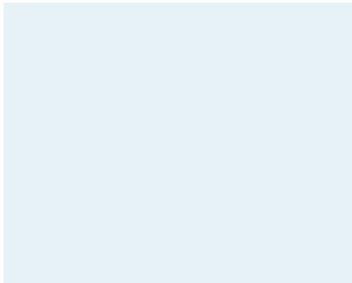
Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	<p>The Mechanical and Motive Power programs will increase the use of simulation software and the Mechanical program will explore applications for use of the new 3D printing technology.</p>	<p>Completed.</p> <p>Mechanical faculty were introduced to 3D printing technology during the year. Mechanical Department is exploring ideas to use 3D printing in prototype designs before manufacturing them.</p> <p>Automation Studio was purchased and faculty in Electrical and Mechanical programs will use the software in Fall 2020 to enhance automation and hydraulics courses.</p> <p>SolidWorks was purchased and used to teach 3D outcomes in Mechanical and Robotics courses in the winter semester.</p> <p>Motive Power will incorporate the use of Multisim software to teach components of Motive Power electrical courses.</p>
	<p>The IT department will deliver the in-room technology to support remote classrooms and distance delivery.</p>	<p>Completed.</p> <p>Classroom incorporated cameras and audio devices included in 30+ rooms to support remote-based delivery.</p>
	<p>Technology will be provided for classroom delivery that differs from the traditional to facilitate opportunities for more student collaboration and instructor delivery options.</p>	<p>Completed.</p> <p>Implementation of MS Teams, WebEx have been delivered to provide options for collaboration and classroom hybrid delivery.</p>
<p>Implement specific teaching approaches that respond to the Truth and Reconciliation Report calls to action</p>	<p>Develop a college wide general education course that contains Indigenous learning outcomes.</p>	<p>Completed.</p>
<p>Expand experiential learning opportunities</p>	<p>The Natural Resource/Environmental Law program has instituted in partnership with the Justice Studies program to provide a live experiential learning opportunity.</p>	<p>Completed.</p> <p>Operating each academic semester.</p>
	<p>The college is working with the MNR to lift age restrictions for mature students in Natural Environment programs to allow for increased experiential learning opportunities.</p>	<p>In progress.</p>

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	<p>Drone training and licensing will occur for six faculty members in multiple program areas who will begin incorporating training opportunities for students.</p>	<p>Completed.</p> <p>Faculty from Civil, GIS, NEOS and Aviation completed drone training and are exploring opportunities to incorporate training in the various programs.</p> <p>Four faculty members earned the Advance RPAS pilot licence. The capabilities of the RPAS, onboard cameras, stabilization and navigation systems are being demonstrated to students in selected programs.</p>
	<p>A new student service learning option in the BScN program on a regional First Nation Community will be implemented.</p>	<p>Completed.</p> <p>This Northern Elective course was offered in the 20W semester, however, the planned service trip to Manitoulin Island for May was postponed due to COVID-19. The hope is to reschedule for August or September 2020 (Post-pandemic).</p>
	<p>Non-violent crisis resolution will be offered to students in many programs, including, Nursing, Justice Studies, and Social Service Worker.</p>	<p>Completed.</p> <p>The CPI (Crisis Prevention Institute) Intervention was offered in several programs with good success. The College supported recertification of faculty in early 2020 to continue CPI training for students in BScN and SSW (Social Service Worker). Plans are to increase the number of programs receiving this training.</p>
<p>Improve student retention</p>	<p>Maintain data collection processes pertaining to Indigenous student enrolment and success rates to support improvements in Indigenous student retention efforts.</p>	<p>Ongoing.</p> <p>Created an Indigenous Recruitment and Success Officer position in January 2020. This individual began collecting data on Indigenous student population and will be able to track success rates moving forward.</p> <p>As part of a Change Project, a Year 4 BScN student held focus groups with Indigenous nursing students. The main goal was to improve retention rates of indigenous nursing students. This project was done through collaboration of the Dean of Indigenous Education; the Dean of Health and Community Services; the Indigenous Recruitment Officer, and BScN Program Faculty.</p>

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	<p>The Accessibility Services team will contribute information and support to inclusive design initiatives.</p> <p>The library has introduced and will continue to promote the Learning Portal (TLP) to faculty and all student service areas. TLP is an open access database created by college libraries to help students with studying, note taking, essay/report/presentation preparation, time management, dealing with stress, resilience, social media awareness, interview skills with resume templates, among many other modules with updates ongoing (https://tlp-lpa.ca/home).</p>	<p>Achieved/ongoing.</p> <ul style="list-style-type: none"> Ongoing Accessibility Advisory Committee discussion and campus audits (completed M-Wing and E-Wing). Accessibility Services team attending ongoing Universal Design professional development. <p>Achieved.</p> <ul style="list-style-type: none"> The Learning Portal (TLP) was promoted in all library instruction to faculty (1,032 sessions/uses in 2019-20). Achieved. Increased number of other programs and services areas using the TLP (Academic Upgrading, Employment Services, Student Services, Indigenous Services, etc.) Program Feedback (Survey) completed <p>Achieved.</p> <ul style="list-style-type: none"> Increased number of other programs and services areas using the TLP (Academic Upgrading, Employment Services, Student Services, Indigenous Services, etc.)
		<p>Increased number of other programs and services areas using the TLP (Academic Upgrading, Employment Services, Student Services, Indigenous Services, etc.)</p>

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
Expand program offerings	Introduce new post-graduate certificate programs: Supply Chain Management Hospitality and Tourism Management (Fall 2019)	Completed. Both running multiple semesters each academic year. Other: Athletics department is: <ul style="list-style-type: none"> • Collaborating with the School of Business to explore the option of a Sports Management post-graduate certificate. • Collaborating with Academics regarding the potential to offer a General Education credit to student athletes for their time and commitment to varsity sports.
	Leadership Management is scheduled for program development in Summer 2019 for possible start in 2020.	On hold.
	Explore a new graduate certificate in the Natural Environment program area.	In progress. Short-list of possible programs identified. Deliberation in progress.
	Two additional Health-related graduate certificate programs will be added.	Completed. Gerontology (grad certificate) and Personal and Developmental Support Services (diploma) were implemented.
	The opportunity to develop a one year pre-aviation program as well as a post graduate program in Aviation will be explored.	In progress. A one-year pre-aviation program was trialed in 2019-20 academic year in cooperation with the General Arts and Science department. A formal pre-aviation program will follow.
	More robust and diverse intramural programs will be created at the College to provide engagement opportunities for all students.	Achieved. <ul style="list-style-type: none"> • Increased availability for sports on and off campus – volleyball, soccer, badminton, basketball and cricket. In addition, the Waterfront Adventure

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Sault College is working with Humber College to develop a joint degree program in Engineering, specifically Mechatronics.

In progress.

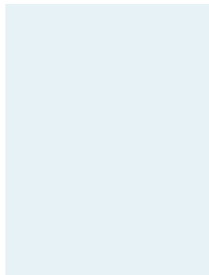
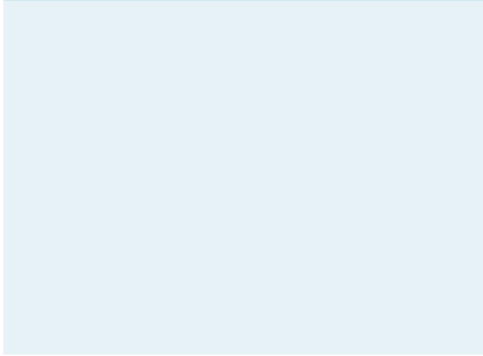
Humber College is expected to receive final approval for the Engineering degree in Mechatronics in July 2020. Sault College and Humber are working collaboratively for joint delivery of the program and is expected to launch in Sept 2021.

System-Wide Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
		<p>A four week orientation model will be followed for all new students to ensure the best start to college. (pre-orientation, workshops and welcoming activities)</p>	<p>Achieved.</p> <ul style="list-style-type: none"> • Get Connected (pre-Orientation): 37 participants. • Transition (pre-Orientation): 29 participants. • Orientation Day: 1400 participants. • Welcoming Week 2: Program specific workshops in partnership with academic areas to increase engagement. • Student Success Scenarios, academic workshops and social programming offered during Weeks 3 and 4.
		<p>Greater attention to student retention is a priority across the college and consideration to program flow, standing mix, section sizes and additional supports are being considered.</p>	<p>Ongoing.</p> <ul style="list-style-type: none"> • Athletics department is providing additional support to student athletes to help them remain eligible for sport by completing course work and finishing their programs. • The BScN Coordinators maintain a tracking document to follow any students who are "out of sync" with the normal flow of the program. Individual issues and patterns are identified so appropriate referrals and supports can be supplied.
		<p>The International office will hold returning student specific application sessions to facilitate students remaining for a second program.</p>	<p>Ongoing.</p>

System-Wide Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
		The Alumni and Student Success departments will implement a student/grad mentorship program.	Achieved. A new series was developed for soon to be graduates. Includes networking, job search and interview prep. The past spring session was cancelled due to COVID-19, however, an online version is being developed. Student Success and Alumni worked together on an e-mail campaign to outreach students eligible to return that have not completed intent to return forms.
Student satisfaction with knowledge and skills	90% - 95%		Achieved. Actual was 91.3% - third highest in the province.

Institution-Specific Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
Retention rates for students with psychological disabilities	76% - 83%	Increase awareness of the financial supports available to students with disabilities that qualify for a reduced course load.	Achieved. The retention rate for students with psychological disabilities was 82% in 2019-20. The Student Financial Aid Office held specific seminars with students to increase the awareness.
Retention rates for 'high-risk' students	75% - 80%	Decrease financial barriers for current and former Sault College students changing programs as a result of a change in career focus.	Achieved. The retention rate for 'high-risk' students was 78%. To help reduce financial barriers, 80 students with financial hardship were provided a voucher to cover application fees.

Institution-Specific Metrics	2019-20 Target Range	Departmental Initiatives	Progress at March 31, 2020
		<p>The Sault College Peer Tutoring Program will hold program-specific groups, drop-in tutoring sessions, as well as sessions in core subjects like Math, Physics and Communications. Tutors work with tutees to review course material and work through questions together. Students can attend for the whole two hours weekly or drop-in as needed with questions.</p>	<p>Achieved and ongoing.</p> <p>Peer Tutoring sessions:</p> <ul style="list-style-type: none"> • Fall 2019 semester: 1,395 students attended. • Winter 2020 semester: 952 students attended.
		<p>One-on-one/small group tutoring will be made available for students with disabilities or a demonstrated need via a referral from an Academic Counsellor in Student Services.</p>	<p>Achieved.</p> <p>Hours of one-on-one/small group tutoring:</p> <ul style="list-style-type: none"> • Fall 2019 semester: 165.5 hours. • Winter 2020 semester: 267.50 hours.
		<p>Increased tutoring sessions will be provided for programs with higher attrition rates and attendance will be promoted throughout the year in partnership with faculty.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> • Increased the number of tutors available to 57. • Increased quality and amount of tutoring sessions for the Pre-Health programs. • Increased amount of Aviation tutoring sessions to accommodate schedules six days a week. • Developed specialized Aviation tutoring for qualifying examinations. • Saw increased numbers of students participating in tutoring for trades, such as the Engineering programs. • Worked in partnership with faculty, including newer programs (certification programs) and previously unengaged programs (Game Art,

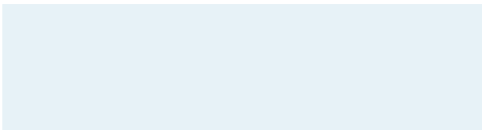
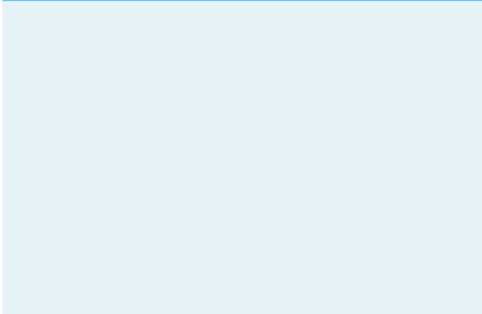


Access and Equity

Sault College will be responsive and invitational with all students. Our priority will be to meet the needs of our learners including those who would not generally otherwise access post-secondary education. We will actively promote accessible admissions processes and preparation, including academic upgrading and other programs and services. We know that students are better served by supports that consider the whole student. Our college attempts to take a more holistic approach to serving these students with supports that enable success.

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
Increase partnerships with Indigenous institutes to provide collaborative programming and in turn increase number of community-based programs	Continuous engagement with Indigenous Institutes will occur to further develop our current relationship. This will result in an increase in the number of programs offered by various Indigenous Institutes. Currently, there are six programs being offered in partnership. We will increase this to eight.	Achieved (eight programs were offered).
	Faculty in the BScN Program are working on the establishment of a partnership with a First Nations community in Northern Ontario to create a student service learning opportunity. This could provide a very rich experiential learning option for our students. It could also provide opportunities for faculty scholarship.	Completed and ongoing. The faculty have established a partnership with the Wikwemkoong and M'Chigeeng First Nations on Manitoulin Island with the service-learning opportunity pending.
	Sault College will implement an online application process for Indigenous Institutes.	Achieved. Sault College has collectively worked with the Indigenous Institutes to move the student applications to OCAS by supporting the institutes in various training sessions, providing vouchers codes for applications, etc.
	Expand regional and provincial Indigenous community engagement efforts to effectively identify and address localized training needs and priorities.	Completed and ongoing.
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Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	Sault College will ensure all marketing and promotional materials and recruitment activities are reflective and inclusive of Indigenous culture.	Ongoing. Ordered Indigenous specific giveaways – hats, luggage tags and bookmarks.
Increase awareness and enrolment in SCWI initiative	Programs in Natural Environment, Business and Culinary continue to be active participants in the SCWI initiative with both stand-alone courses as well as reserved seating.	Completed and ongoing.



Applied Research

Sault College fully recognizes the importance of collaborative applied research and its potential to enrich the experiential learning components of student's education, while fostering industry innovation and economic

Innovation, Economic Development and Community Engagement

The direct economic impact of Sault College on the local economy is approximately \$158MCAD annually. Sault College is currently the largest employer in the community with a full time workforce of over 450 employees. More importantly, the College provides aordable access to post-secondary education which produces graduates with the diverse skills needed by the local economy in a variety of areas such as health care, social services and technology. The College will play an increasingly

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	<p>Collaborate with Algoma Steel to address the need for skilled workers at the local steel mill. Through marketing and recruiting initiatives, this collaborative project will specifically and directly address:</p> <ul style="list-style-type: none"> • The skilled trades needs and employment opportunities of Algoma Steel where a skilled worker shortage looms; • The growing need to sustain and increase student population at Sault College; and, • The declining demographics of northern Ontario. 	<p>Ongoing.</p> <p>Developed and delivered Manufacturing Fundamentals Program in Fall 2019 to 30 students.</p> <p>Employment Solutions department successfully delivered year one of the Skills Advance Ontario – Steel, a workforce development project designed to address the shortage in the manufacturing/ steel related sectors.</p>
	<p>Continue to pursue a recruitment initiative in conjunction with FJ Davey Home and Sault Community Career Centre for co-recruitment in healthcare studies, specifically Personal Support Worker (PSW).</p>	<p>Ongoing.</p> <p>The Dean of Health and Community Services is a member of the NELHIN (North East Local Health Integration Network) PSW Steering Committee and the Educational Sub-Committee.</p> <p>Sault College administrative staff participated with the newly created Sault Ste. Marie PSW Action Planning Task Group to address local PSW shortages.</p>
	<p>Participate in initiatives with Local Immigration Partnership to ensure international students are considered in community advocacy intended to attract and retain newcomers.</p> <ul style="list-style-type: none"> • The Student Leadership Program will connect a core group of students to resources on campus and networking opportunities with 1 (f uxTd [(67rtnets Tj nlS)5 (c)1)15.1 (a-(the n ne)8.1 (w)c>etw)8.1 (orkingng ty Cnsider)Cns 	<p>Ongoing.</p>

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
<p>Invest in college infrastructure, providing local construction jobs while improving teaching and learning spaces</p>	<p>The College will be launching the new Waterfront Adventure Centre which will expand campus learning and economic opportunities in many ways.</p>	<p>Achieved. The Waterfront Adventure Centre employed Sault College students during the summer of 2019 to provide valuable work experience.</p>
	<p>Implementation of the \$2.3 million Aviation modernization project will occur this fiscal year. (renovations, simulators and new aircraft)</p>	<p>In progress. The Aviation modernization program has been initiated. An aircraft was received prior to fiscal year end. Two Flight Training Devices have been received and installed on campus. Renovations to hangar 1 began during the fiscal year but were interrupted by the pandemic lockdown. Two flight training devices for the hangar have been ordered and are ready for delivery pending renovations at the hangar.</p>
	<p>Fit out of the third floor of the E Wing will occur and will include the creation of new state-of-the-art facilities such as the enhanced cross disciplinary, high-tech collaboration classrooms and meeting rooms.</p>	<p>Completed.</p>
<p>Through the Employment Solutions operation, strive for excellence in customer service through maximizing the delivery of a variety of community employment programs to support employers with their hiring needs and job seekers with their employment needs</p>	<p>Employment Solutions will continue to strive for excellence in delivering Employment Ontario programs in Sault Ste. Marie and Blind River locations, providing customized support to job seekers and employers across all sectors.</p>	<p>Achieved. Employment Solutions SSM and Blind River sites have achieved the combined result of 99% in provision of customer service to job seekers and employers in the 2019-20 fiscal.</p>
	<p>Innovative partnerships with Sault Ste. Marie and Blind River community agencies are key to providing seamless service to job seekers. Increased services to Ontario Works and ODSP recipients will align with the updated mandate of the Ministry of Labour, Training and Skills Development.</p>	<p>Achieved and ongoing. Employment Solutions has continued its outreach and support to the vulnerable sectors (OW, ODSP, Indigenous, Youth and Newcomers) in our communities as mandated by our agreement with the Ministry.</p>

System-Wide Metrics	2019-20	Departmental Initiatives	Progress at March 31, 2020
Number of active Program Advisory Committees (PACs)	Target Range 25 – 30 PACs	In 2019-20 the Program Advisory Committees will continue to meet and have a recruitment initiative based on a skills matrix to ensure broad, industry representation.	Achieved. Presently the college has 26 Program Advisory Committees.
Number of employers engaged in PACs	145 employers	We will continue to add new community and industry volunteers to our advisory committees.	Achieved. 148 employers are engaged in PACs. For years, Employment Solutions has been involved in PACs and continuing to be bridge community employers to the College.
Graduate employment rates	80% – 85%	A new 'Prep For Success' workshop series has been created and will be implemented for soon to be grads. This will provide networking, job search and interview preparation.	Achieved and ongoing. Employment Solutions in partnership with Alumni developed Prep for Success

Enrolment

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
<p>Per Scorecard:</p> <ul style="list-style-type: none"> • 2019 Fall target Domestic – 2,025 • 2019 Fall target International – 709 • Total enrolment: 2,794 	<p>The Marketing department will create a greater applicant journey to help drive conversions and conversion through:</p> <ul style="list-style-type: none"> • Development of multiple student focus groups to gather insights • Investment in a new marketing email automation tool (Pardot) • Redevelopment of all content and touch points for applicants • Improvements to automation. 	<p>Actual enrolment:</p> <ul style="list-style-type: none"> • 2019 Fall Domestic – 1,801 • 2019 Fall International – 930 • Total enrolment: 2,731 <p>Recruitment completed thirty-five weeks of recruitment activities, including OCIF, CIP and school visits around the</p>

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
<p>Increase non-grant revenue</p>	<p>The newly constructed waterfront centre should generate revenue from multiple sources including:</p> <ul style="list-style-type: none"> • 	

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
	<p>Athletics will undertake numerous fund-raising initiatives including:</p> <ul style="list-style-type: none"> • Scholarship dinner • Adopt a Cougar • IPTAY program • Sponsorship • Football Camp • Fun Run 	<p>Achieved and ongoing.</p> <ul style="list-style-type: none"> • Achieved goal for funds raised for Scholarship dinner, corporate sponsorship and Winter Hockey Classic. • Increased season tickets and gate revenue by 300% over the previous year. • Negotiated a sponsorship agreement with Li le Caesar's pizza. • Negotiated an improved travel deal with AJ Bus Lines. • Negotiated a hotel sponsorship with Qua ro Hotel. • Amount of sta purchasing Fitness Centre memberships doubled to 105 for 2019-20. • Initiated season passes for sporting events for rst time – 51 sold for 2019-20.
	<p>Alumni to generate revenue through various initiatives:</p> <ul style="list-style-type: none"> • Diploma frame sales • Launch online sales of branded clothing and accessories • Sponsorship at Golf Tournament and other events. 	<p>Achieved and ongoing.</p> <p>In addition to these initiatives Alumni secured an increase in the Johnson A nity partnership revenue by \$3,000.</p>

Institutional Collaboration and Partnerships

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
Partner with universities		

Overarching Goals	Departmental Initiatives	Progress at March 31, 2020
<p>Continue to pursue a Public-Private Partnership</p>	<p>Sault College will continue to prepare for the lifting of the moratorium on Public-Private Partnerships.</p> <p>Sault College will:</p> <ul style="list-style-type: none"> • Continue to participate on the Colleges Ontario Public-Private Partnership task force • Continue to work towards finalizing an agreement in principle with a potential partner as well as prepare internally (programs, recruitment, IT) to be ready to proceed if/when the moratorium is lifted 	<p>Completed and ongoing.</p> <p>Sault College entered into an agreement with triOS in January 2020. The first intake occurred in January 2020, with 58 students enrolled on the Brampton campus in Project Management.</p>



Highlights from 2019-2020

Chamber of Commerce Outstanding Business Achievement Awards Employer of the Year!

Earlier this year Sault College was honoured at the Chamber of Commerce Outstanding Business Achievement Awards as the recipient of the Employer of the Year!

The Employer of the Year Award recognizes an employer who has created cultures and communities through every aspect of their business. Sault College is this and so much more. Together we've created a great place to work and this positive culture not only affects our everyday interactions and collaborations, but it is also the foundation for our work with our students as we help them to learn, grow and have an exceptional post-secondary experience. We are so proud of this accomplishment.

Sault College Achieves Another Major Safety Milestone with 2 Million + Hours Without a Lost Time Injury

Early in 2020 we announced that our College achieved another significant safety milestone. Our College can now boast more than two million safe hours without a lost time injury!

This accomplishment is a strong testament to the hard work and dedication from all of our employees. We are all champions for health and safety and together we have created a culture that makes health and safety a top priority.

We would like to thank all of the members of the Joint Health and Safety Committee who continue to lead by example in establishing and maintaining a safe and healthy work environment. Through their leadership, they highlight the importance of health and safety and empower all employees to do the same.



Sault College Earns Top Spot in Student Satisfaction

The voices and perspectives of our students always tell us an important story. We're proud and excited that Sault College is once again in the top spot in the province based on a key performance indicator (KPI) survey for student satisfaction. These results support and complement our collective goal to provide a quality education and superior student experience!

These amazing results are consistent in various areas including:

- #1 in the overall quality of the learning experiences
- #1 in the overall quality of the facilities/resource
- #2 in the overall quality of the services

"These results are great news for our College. We cannot stress enough how important and valued the

WOMEN'S HOCKEY

- Qualified for regionals in 1st full season of play in the ACHA
- A strong finish to the season resulted in the Women's hockey team being ranked 19th out of 54 teams in Women's Div.2 from across the



Sault College and Laurentian University Ink
Another 2 + 2 Agreement

Sault College and Laurentian University joined
together to sign another academic agreement in

Sault College Hosts Annual Pow Wow

Sault College was proud to continue the tradition of

Sault College E-Learning

To remain relevant in the marketplace and to increase access to education for students who may not be able to attend on-campus courses due to work or personal commitments, the College is growing online course and program offerings. This will continue to be a focus and area for expansion at the College.

The past 15 months has shown dramatic increases in E Learning activity at Sault College:



- 37% increase in number of certificates available
- 23% increase in number of certificates available
- 12% increase in number of certificates available

Enrolment Statistics (OntarioLearn)	Algoma University Degree Program
Sault College Registrations	2018-2019 - 777 2019-2020 - 953 2020-2021 - starts May 2020
Sault College Hosted Registrations	2018-2019 - 841 2019-2020 - 945 2020-2021 - starts May 2020

United Way Entomica Fundraiser

Another very successful event was held in support of the SSM United Way Campaign. Sault College partnered with Entomica and BioForest for the 2nd annual fundraising event which featured the cockroach cranium. Just over \$1,000 was raised to support poverty reduction in our community.



**SAULT
COLLEGE**



Financial Results

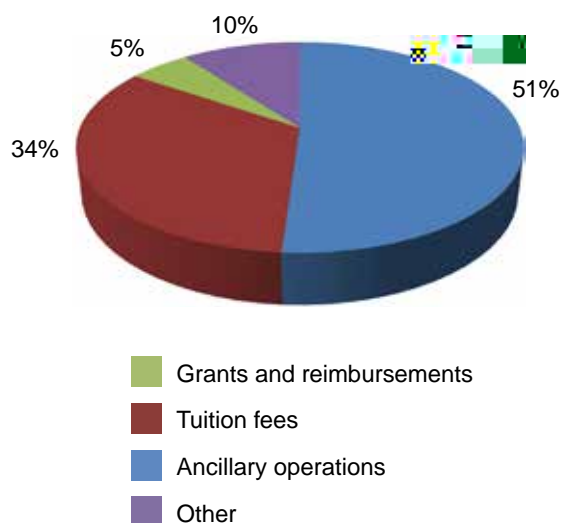
The Sault College Board of Governors approved the 2020/2021 operating budget as presented at the June 25, 2020 meeting of the Board of Governors. The College operates within its financial means and it continues to reinvest in infrastructure, equipment and programs to remain a viable community educational institution into the future. A comprehensive hard copy of the audited financial statements for the year ended March 31, 2020 is available upon request from the College's Communications department, 705-759-2554, ext. 2694. The financial statements and this Annual Report are also available online at www.saultcollege.ca





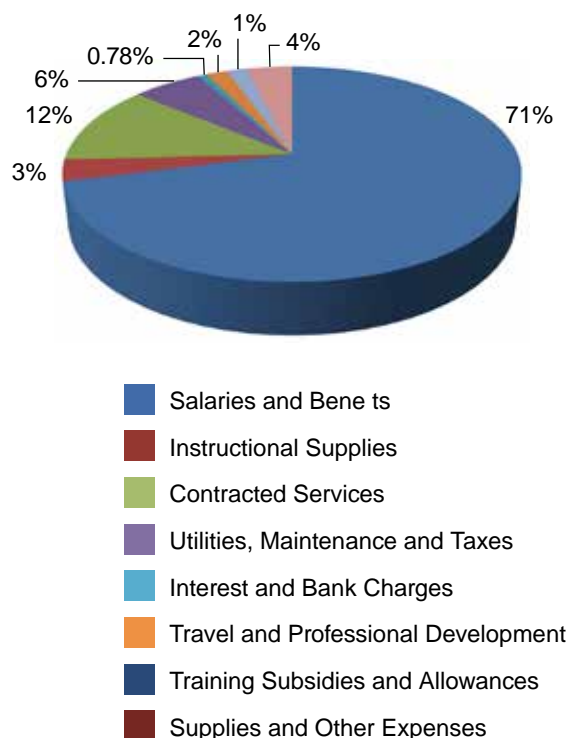
Financial Results For The Year Ended March 31, 2020

(in thousands of dollars)



Revenue

Grants and Reimbursements	\$37,836
Tuition Fees	\$24,762
Ancillary Operations	\$3,870
Other	\$7,609
Restricted for Student Purposes	\$1,797
Amortization of Deferred Capital	\$5,843
Total Revenues	\$81,717

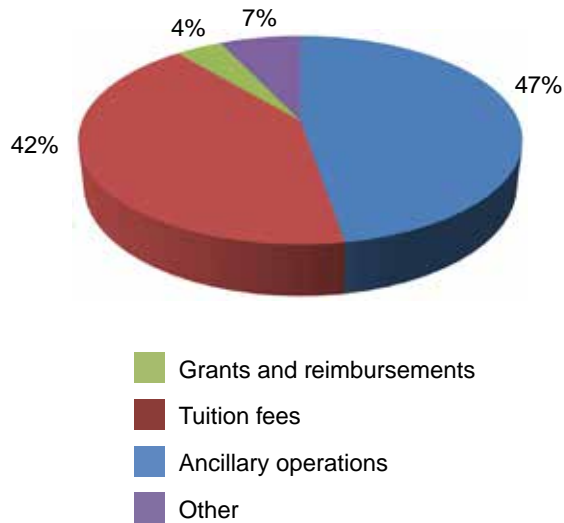


Expenses

Salaries and Benefits	\$45,734
Instructional Supplies	\$2,087
Contracted Services	\$7,649
Utilities, Maintenance and Taxes	\$3,753
Interest and Bank Charges	\$503
Travel and Professional Development	\$1,144
Training Subsidies and Allowances	\$1,088
Supplies and Other Expenses	\$2,475
Restricted for Student Purposes	\$417
Scholarships and Bursaries	\$1,414
Amortization of Capital Assets	\$8,112
Total Expenses	\$74,376

2020-2021 Revised Cash Based Operating Budget

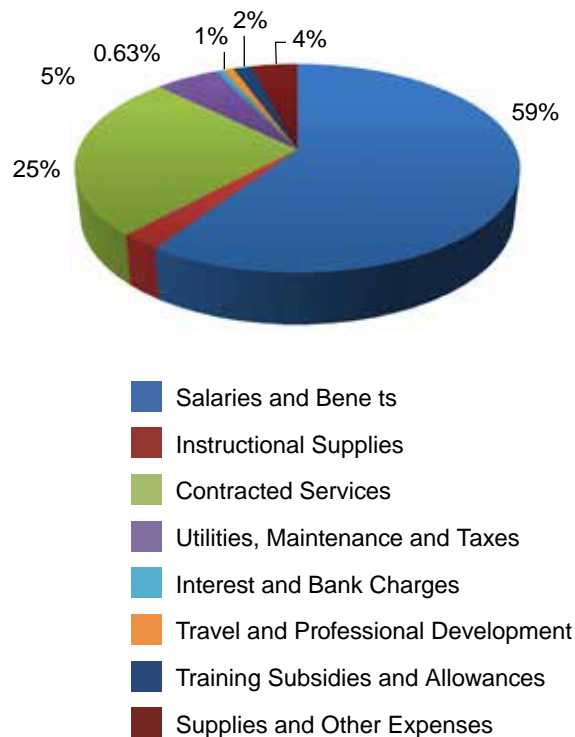
(in thousands of dollars)



Revenue

Grants and Reimbursements	\$35,143
Tuition Fees	\$30,872
Ancillary Operations	\$3,034
Other	\$5,216

Total Revenues	\$74,265
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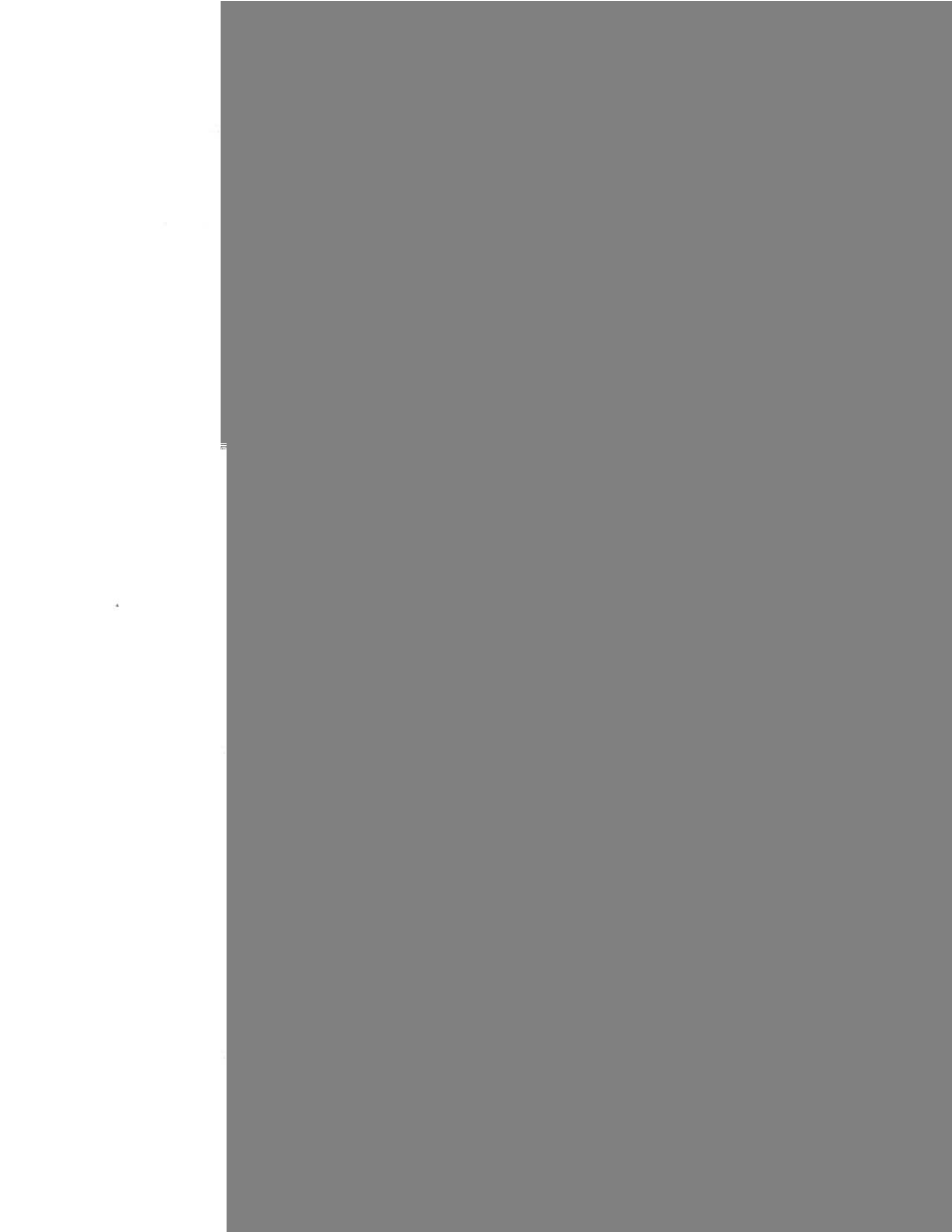
Expenses

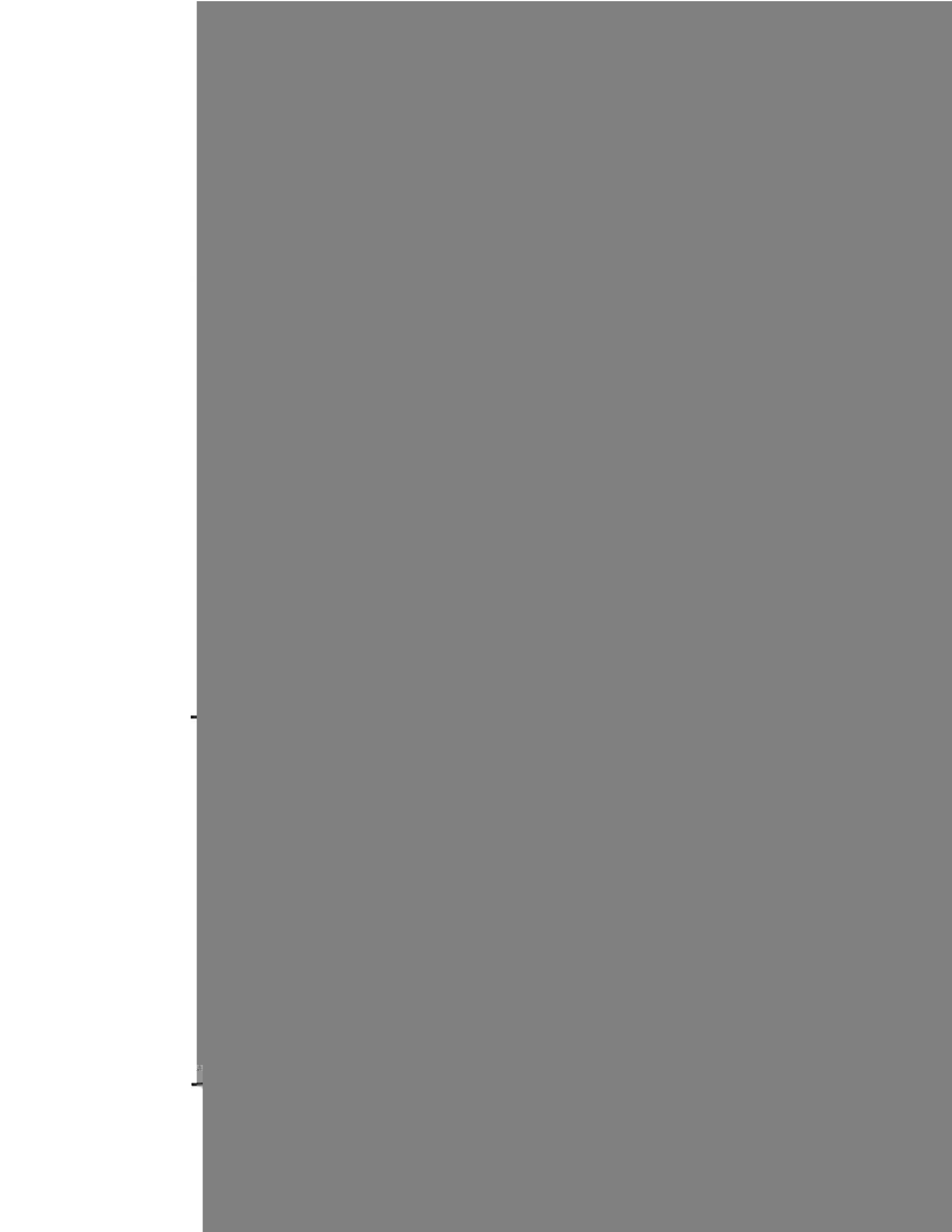
Salaries and Benefits	\$46,724
Instructional Supplies	\$2,015
Contracted Services	\$20,117
Utilities, Maintenance and Taxes	\$4,353
Interest and Bank Charges	\$494
Travel and Professional Development	\$711
Training Subsidies and Allowances	\$1,217
Supplies and Other Expenses	\$3,174

Total Expenses	\$78,805
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Attachment 1:
Audited Financial Statements for the year ended March 31, 2020!

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Attachment 2: Summary of Advertising and Marketing Complaints Received

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Attachment 3: Board of Governors

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