

BUILDING OUR FUTURE.

SHAPING OUR CHARACTER.

2022-23 BUSINESS PLAN



**SAULT
COLLEGE**



Contents

Introduction

4	Executive Summary	21	Community/Local Impact
5	Our Vision, Mission, Values	24	Institutional Impact (Economic Specific)
5	Core Promise to Students	24	Revenue from Private Sector Sources
6	Strategic Mandate Agreement	25	Institutional Impact (Apprenticeship Related)
6	Priorities for 2020-2021	25	Enrolment
6	Graduate Employment in a Related Field	26	Financial Sustainability
11	Institutional Strength/Focus	27	Financial Plan
14	Graduation Rate	33	Board of Governors
18	Graduate Employment Earnings		
20	Experiential Learning		

SAULT COLLEGE

BUSINESS PLAN

2022-23

Executive Summary

Sault College's 2022-23 Business Plan reflects the strategic priorities of the college and is focused on student learning and labour market success for both our students and our industry partners.

We will continue to focus on providing exceptional teaching and learning experiences which will position our graduates for success. Through innovation we will continue to increase experiential learning opportunities for our students, thus preparing them for the workforce.

With the government's recent announcement that colleges can now develop new three-year degree programs, Sault College is excited to expand upon its existing degree options and pursue degree programs in aviation, health and trades programs. Expanding

degree programming will provide students with additional high-quality, career-focused options.

We will champion equity, accessibility and inclusivity and treat each other with respect while we continue to provide a transformative life experience and empower those who study with us. We will continue to pursue Truth and Reconciliation, and be mindful of our social and economic responsibilities.

International students are vitally important to Sault College and to our community as a whole. The College will continue to expand diversification and increase the number of international partnerships.

This Business Plan is presented in accordance with Section 8 of O. Reg.34/03 under the Ontario Colleges of Applied Arts and Technology Act, 2002, and will be posted on the Sault College website at www.saultcollege.ca.



Land Acknowledgement

Located in the Robinson Huron Treaty territory, we are grateful to Mother Earth for providing us the land, water, air, and food needed to sustain all life and we acknowledge Indigenous Peoples as the original stewards of this land who have lived in harmony and in respect with all Creation.

As we are all relations, it is important to recognize this interconnected relationship with one another and our obligation to respect the land that has nourished, healed, protected, and embraced us.

We honour Obadjiwan (Batchewana First Nation) and Ketegaunseebee (Garden River First Nation) as the original caretakers of the land that Sault College is situated on and acknowledge the contributions of the historical Metis Nation of SSM in the stewardship of this territory.

Our Mission

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

Our Vision

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

Our Values

We will be guided by the following:

Invitational

We will be intentionally inviting in all that we do.

Student-centred

We exist for the sake of our students.

Diversity

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

Excellence

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

Eco-conscious

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

Commitment

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

Reconciliation

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

Core Promise

In developing students, Sault College has created four statements reflecting the outcomes we seek by accomplishing the actions outlined in our Strategic Plan. Because the success of our learners is fundamental to our existence, we want our students to say the following about our College:

1. "I get the education I want and more."
2. "The people are great."
3. "It was worth it to come here."
4. "The experience changed my life."

Our overarching goal is that the education and experience we provide to our students not only meets or exceeds their expectations, but profoundly changes their lives. We recognize the need to be nimble and responsive to opportunities and challenges while at the same time finding ways to improve efficiencies.

We will continue to build on our traditional strengths by continually finding new ways to improve as an organization while working collaboratively and creatively together towards an exciting and promising future.



2020-25 Strategic Mandate Agreement (SMA3)

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and Sault College is a key component of the Ontario government's accountability framework for the post-secondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the post-secondary education system;
- Describes the elements of Ontario's performance/outcomes-based funding mechanism, including the college's annual performance/outcomes-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 through reporting metrics; and,
- Establishes targets for 10 metrics upon which institutional performance will be assessed.

Priority Areas and Performance Metrics

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, 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 post-secondary 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 graduates, credential achievement, and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a related field
- Institutional Strengths/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies



Community & Economic 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
- Institution-Specific Metric (Economic Impact)
- Revenue Attracted from Private Sector Sources
- Institution-Specific (Apprenticeship-related)

Overarching Goals for 2022-23

Our 2022-23 Business Plan reflects the strategic priorities of the college and our commitment to the personal and professional growth of our learners. Through continued innovation, excellence and creativity we will enhance the Learning experience for students and position our graduates for success.

Our 2022-23 Business Plan has been designed to support the strategic plan as well as the metrics in the new SMA3.

Skills & Job Outcomes

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- Experiential Learning

Graduate Employment in a related field

Overarching Goals	2022-23 Departmental Initiatives
<p>The College is and will continue to expand efforts to assist graduates in finding quality employment upon graduation.</p>	<ul style="list-style-type: none"> • Employment Services will: <ul style="list-style-type: none"> • Partner with the Student Job Centre to deliver Sault College's Annual Job Fair • Hire two Graduate Employment Advisors to assist domestic and international Sault College grads to find employment, connecting graduates to the labour market, provide support and mentorship • The Student Employment Coordinator and the team in the Student Job Centre will assist Indigenous, International and domestic students to find employment by connecting them to the labour market, while providing support and mentorship • The Student Job Centre will promote NOHFC Internships and the benefits of securing the funding to hire Sault College recent graduates • The Testing Centre will seek partnership with Pearson Vue to host N-Clex and Rex-PN exams for Nursing graduates • Alumni in collaboration with Continuing Education, will adapt of the Prep for Success program into a series of Virtual Workshops to prepare graduating students for entering the workforce. Micro-credentials will be awarded for completion of the Workshop Series. (partner delivery with Alumni, Student Job Centre and Student Success) <p>Workshop topics include:</p> <ul style="list-style-type: none"> • Professional networking/building your personal brand • Employer/Entrepreneur Panels • Job search skills • Professional networking • Immigration workshop designed specifically for international students. <ul style="list-style-type: none"> • Alumni will continue to sponsor the Sault College Communicators chapter of Toastmasters, providing opportunities to interested graduates to participate free of charge • The library will continue to enhance the selection of books for Sault College and Employment Solutions to assist graduates in finding employment on resumes, interview skills and job finding tips, among other related subjects. • The library has and will continue to collect online material for resumes, careers information, trade publications, and promote The Learning Portal Careers section • The Athletics department continues to give preference to Fitness and Health promotion graduates in terms of hires to our fitness centre • The Aviation Program team will: <ul style="list-style-type: none"> • Strive to increase access to industry partners and expand the number of employers we request to provide presentations to students • Continue to work with Jazz on their mentorship and scholarship program which is being re-activated as the recovery in the airline industry evolves • Build relationships with industry through relevant Advisory Committee representatives • Support industry outreach to grads by allowing direct recruitment activities including job opportunity presentations and provide facilities for interviews on-campus
	<ul style="list-style-type: none"> • Support and encourage faculty to participate in industry research projects • Organize an Employer Event to promote jobs in Technology and Skilled Trades • Facilitate opportunities with local employers to assist students in obtaining employment or co-op opportunities

We will provide increased career counselling and mentorship to students as we follow them through their college education and into jobs.

- The Student Job Centre will continue to provide a series of workshops such as resume building, interview preparation, and other career preparation sessions for all students to attend with a focus on graduating classes in their final semester
- The Student Job Centre continues to evaluate career development software, which will be used for students to create profiles and build resumes
- Counsellors will continue to advise students from the application to graduation time frame about career planning which may involve career testing or referrals to internal career services
- The Student Job Centre will continue to use Microsoft Teams and in-person services to connect virtually and/or in person in classrooms, and with students who require assistance with job search, interview prep, resume building
- The Varsity coordinator works closely with student athletes to mentor and identify areas of strength and weakness and refers them to other services internally as needed
- Employment Solutions staff will outreach to graduating classrooms to provide an overview of services and supports available post-grad
- Provide insight on the College to University to CPA designation to Recruitment team to educate students on pathway opportunities

Increase collaboration with Indigenous communities to support Indigenous graduates finding employment

- Renewed focus on partnership with Nogdawindamin and Indian Friendship Centre, to engage Indigenous communities in workforce development and job creation
- Employment Solutions will deliver Indigenous Youth Job Connection program which incorporates cultural perspectives within job-readiness workshops and pre-employment training and appropriate placements for youth
- Ensure ongoing representation of Indigenous Employment and Training representatives on the Indigenous Circle on Education
- Maintain an Indigenous employment job board to assist upcoming and recent graduates to find suitable employment opportunities, explore career options and highlight employers who are committed to hiring Indigenous peoples as part of their organization
- Increase awareness and access to Indigenous-specific employment and training services for Indigenous graduates through on-going communication and engagement efforts with relevant Indigenous community partners
- In partnership with the Indian Friendship Centre in Sault Ste. Marie, create an Indigenous Employment Advisor position to support Indigenous graduates and urban Indigenous community members in securing post-secondary education and employment
- Create an Indigenous Community Liaison position that will serve as an additional resource to assist potential students located in the Northwestern Ontario in removing barriers to post-secondary education and employment
- The Student Job Centre will collaborate with internal and external community partners to support Indigenous graduates to find employment
- The Student Job Centre will continue to outreach to Indigenous employers to have them part of the annual job fair to promote position specifically for our Indigenous graduates
- The partnership with Indigenous tour operators at our Waterfront Adventure Centre will continue to connect with students in the Natural Environment programs

<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>	<ul style="list-style-type: none"> • Employment Solutions department will achieve a minimum of 95% customer service satisfaction in all employment and workforce development programming.
<p>Develop micro-credentials (short, flexible, skills-based learning experiences) that align with the Ministry's model.</p>	<ul style="list-style-type: none"> • Continuing Education will: <ul style="list-style-type: none"> • Develop five, 30-hour Skin and Wound Care programming in partnership with WoundPedia • Develop a 50-hour micro-credential bundle in partnership with Ontario Lottery and Gaming • Develop six, 40-hour micro-credentials in partnership with Algoma University • Training.saultcollege.ca will launch an additional ten micro-credentials in addition to what is noted above • OSAP eligibility will be sought for newly developed micro-credentials as of Winter 2022, offering two micro-credentials to the Office Administration – Executive students in Legal Terminology and Medical Terminology to enhance their skills and employability • Develop a minimum of two Indigenous-specific micro-credentials based on identified community delivery needs • Marketing will continue to advertise and promote micro-credential opportunities through paid advertising and communication through our website and all other advertising channels
<p>Increase work integrated learning opportunities and placements for students</p>	<ul style="list-style-type: none"> • Increase integrated work opportunities for aviation students by creating ramp attendant positions with various responsibilities • We will continue to have students operating the shuttle to and from the main campus • We will continue to offer the aviation instructor bursary program and actively recruit our students for these positions • Professional Nursing Practice and Enhanced Practice for Internationally Educated Nurses Programs will both provide integrated placements to assist with RN licensure in Ontario and enhance employment opportunities for Internationally trained nurses • Engage local Indigenous social service organizations to create and expand placement opportunities for students enrolled in the Social Service Worker – Indigenous Specialization program • Adapt work placements to various virtual experiences where possible within pandemic restrictions • Continue to offer student placement through the student employment offerings of Student Financial Assistance Office
<p>Develop innovative initiatives to increase response rate to graduate surveys in program areas where there is a high demand in the labour market</p>	<ul style="list-style-type: none"> • Cross-college working group consisting of Alumni Relations, Quality Assurance, Registrar Office, International Student Services, Employment Solutions and SCSU will create strategies and action plans to promote the Graduate Survey and incentivise answering that call

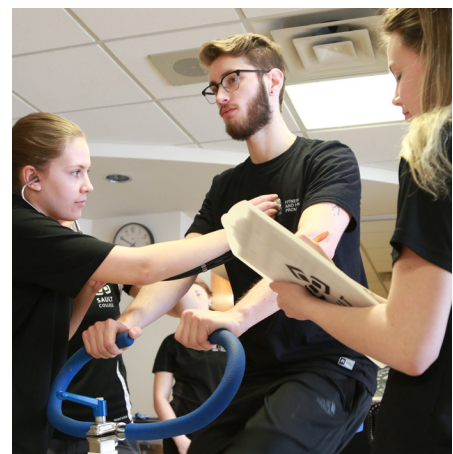
Institutional Strength / Focus

BUSINESS AND TECHNOLOGY PROGRAM CLUSTER	
Overarching Goals	2022-23 Departmental Initiatives
<p>Sault College will continue to evolve and develop programs in response to labour market and student needs</p>	<ul style="list-style-type: none"> • The New program development process will involve collaboration of an internal program mix committee, representing stakeholders from across the College, and ensure alignment of new programs with Sault College strategic priorities while ensuring they meet labour market demands • Employment Solutions will act as a conduit in provision of Labour Market information to the college. This will be done upon request and as an active participant on Program Advisory committees • The Student Job Centre will track outcomes through outreach to the students who used the Student Job Centre services • The Aviation Program team will continue to work towards a revitalized curriculum incorporating recent investments in state-of-the-art technology. Design curriculum with multi-crew training, advance transport category topics toward an integrated ATP licence. • Continuing Education will add three new fully, asynchronous E-Learning programs (blend of Micro-Credentials, Certificates and Diplomas), all of which will be assessed for labour market viability • Advocate launch of Cybersecurity Graduate Certificate and explore a 2-year Cybersecurity Graduate Certificate • Develop a new Graduate Certificate in Data Analytics • Investigate expanding School of Business programming to meet industry and labour market demand • Indigenous Studies will continue to engage and consult with the Indigenous Circle on Education at Sault College to identify Indigenous community priorities related to labour market and student needs • Facilitation of ongoing meetings of the Indigenous Health Advisory Committee to ensure health programming is inclusive of and respectful of Indigenous content and approaches • Work in collaboration with community-based program partners to identify local community training needs and priorities • Indigenous Studies will work in collaboration with the Continuing Education/E-Learning to support increased outreach and engagement with Indigenous communities and organizations to promote Sault College contract training opportunities • Modify placements to adjust to current conditions. Students will collaborate with partner Indigenous institutions to gain client experiences in Hairstyling • Marketing will advertise and promote business, technology and trades programs through paid advertising and communication through our website and all other advertising channels • The Alumni office will continue to assist in the recruitment and referral of members for Program Advisory Committees

<p>Sault College aspires to offer degree programs in fields that lead to employment</p>	<ul style="list-style-type: none"> • Expand degree programs with consideration for Aviation, Health and Trades programs • Prepare for and promote launch of 3-year Computer Studies in collaboration with Multi-College Collaboration Model (MCCM) • Explore potential to collaborate with Algonquin College through MCCM collaboration to deliver on-line option of the 2-year diploma in Computer Programming • Improve promotion of the 3-year Mechanical Engineering Technology program through NCCP • Explore opening registration in Mechanical Engineering Technology 3-year diploma in first year of the program • Advertise and promote degree offering programs through paid advertising and communication through our website and all other advertising channels. Marketing will create sponsored content initiatives to celebrate Sault Colleges' degree granting opportunities
<p>Expand E-Learning to increase access to education for domestic students</p>	<ul style="list-style-type: none"> • Continuing Education will add 25 micro-credentials and three programs to our offering list via multiple platforms (OntarioLearn, Contact North and training.saultcollege.ca) • Continuing Education will continue to offer E-Learning additions to post-secondary students (for example, all Social Service Worker (SSW) and SSW-Indigenous Specialization students take the Fetal Alcohol Syndrome Disorder Micro-Credential Bundle; Office Admin students take the Legal Term and Medical Term micro-credentials). • PSW-SAO(Skills Advance Ontario) will run as E-Learning through Contact North as a compressed offering with 15-20 full-time students • Explore potential to collaborate with Algonquin College through MCCM collaboration to deliver an on-line option of the 2-year diploma in Computer Programming • Offer online, synchronous Business and Business – Accounting programs starting Fall 2022 • The college will review intra-pandemic program deliveries in Digital Media programming to assess in continued remote delivery is warranted as a strategy to increase enrolment • Pilot E-Learning opportunities in communications and social sciences to expand options • Advertise and promote E-Learning programs through paid advertising and communication through our website and all other advertising channels
<p>Sault College will ensure programs are supported by highly qualified professors (recruitment, professional development)</p>	<ul style="list-style-type: none"> • Explore strategies with Human Resources to recruit qualified applicants to Technology and Skilled Trades job opportunities • Support and encourage professional development opportunities for faculty to secure additional credentials that will benefit delivery of Technology and Skilled Trades and specifically Mechatronics Degree Program • The college will continue to support terminal degree pursuits for three full-time BScN faculty to meet the Postsecondary Education Quality Assessment Board (PEQAB) criteria for faculty with PhDs or terminal degrees • For the Social Service Worker program, we will support professional development for fulltime faculty to update Trauma Informed Social Service Worker care

Sault College will continue to improve facilities (including classrooms, labs, shops, etc.) to enhance the overall student experience

- We will continue to recertify our simulators and update them to include the latest graphics, as well as new airport configurations, etc. to reflect runway and lighting changes
- We will ensure that our newly purchased twin-engine airplane has the latest technology including a glass cockpit, new avionics and a digital autopilot
- We will purchase two additional new Zlin aircraft which will also have modern technology and will be arriving this calendar year
 - These investments help to support a positive student experience and support our graduation targets
- Prepare annual equipment request plan for each department within Technology and Skilled Trades
- Complete the Mechatronics Engineering Renovation
- Refresh the equipment in the Health and Wellness Fitness Centre
- Apply for 2nd year of Apprenticeship Capital Grant Competitive Fund and implement
- Begin the process to design and build a new, modern academic facility for health-related education
- Provide new office space for the Indigenous Student Success Coach within Indigenous Studies department to support increased access to Indigenous specific student supports
- Athletics will prepare a business case and funding model for an on-campus athletics field
- Flooring, furniture, electrical, lighting, and shelving improvements, and other general renovations to update and modernize our highly used space in the library will be completed by May 2022, and be open for 2022-23 academic year



Graduation Rate

Overarching Goals	2022-23 Departmental Initiatives
<p>Improve overall student retention rates</p>	<ul style="list-style-type: none"> • Continue to offer transition to college programming for students with disabilities and collaborate with other departments for orientation programming • Support social and group activities to keep students engaged with a priority on the first six weeks of the term • Universal Design for Services approaches will continue to be developed to meet the needs of students with disabilities • By providing numerous varsity and recreational opportunities and tracking our varsity athlete's performance we are committed to improving overall student retention rates • Continue to ensure early identification of varsity athletes who are having difficulty and provide them with tutoring and support to improve retention and graduation • The library will be enhancing its relationship with the Student Success team and faculty/program departments to make sure they are aware of all the resources the library has to offer, how to use them properly and specifically focusing on our peer tutoring services • The Aviation Program team will: <ul style="list-style-type: none"> • Ensure practical training progresses within industry recommended timeline. • Work cooperatively with faculty in other college departments to bring their expertise to the aviation program to support student success. • Encourage, identify and support students at risk in their programs • Explore offering more remedial courses in the May/June timeframe for courses that have high failure rate • Continue to administer and review annually the new student survey results and subsequent support strategy outreach, and include returning students as we return to first on-campus experience for some • Expand 3-week orientation success workshops to include returning students as we return to on-campus experience • Continue to administer and review early alert strategy and targeted outreach to at risk groups to increase engagement and access to supports • Prepare and deliver program-specific supports and workshops in collaboration with faculty • Alumni will collaborate with faculty to facilitate Alumni Speaker visits, increasing student confidence in employment outcomes • Continue to promote student success through in-person activities, Virtual Success Hub, individual and group workshops, Library collaborations, and special engagement with student groups including Varsity Athletics and Residence • Retention strategies are identified in the internal business case for a new program development • Retention rate and strategies are reviewed and evaluated in the annual program review

Improve retention rates for students with psychological disabilities and high-risk students

- Create training modules for staff, to be available on their LMS (like AODA, etc.) with information on supporting students in distress, and referral options
- Work with external stakeholders to improve community connections developed through Mental Health Standard
- Develop and implement a new Mental Health Education strategy
- The college will continue to contract Psychological Services, with a Psychologist available weekly on-site via Counsellor referral
- Counselling will continue to collaborate with on-campus physicians regarding diagnosis and medical interventions for students experiencing symptoms of mental illness
- Provide a plan for tutoring of student athletes in need of extra support or learning difficulties. This begins with tracking their progress over the course of the semester.
- Athletics will continue to champion the Bell Let's talk annual campaign for all students not just athletes
- Review current policies and procedures to ensure they are supportive of students with disabilities and/or those who are considered high-risk
- Develop procedures for a permanent change to include virtual service delivery option
- Develop a student guide to accessing accommodations through their program faculty and the Accessibility Services Office to align with the faculty guide
- Health Program faculty continue to support college reporting initiatives for students at risk academically
- Chair of Health Programs works with placement agencies to identify placement opportunities that best supports students with accommodations
- Staff participation on Sault College Mental Health Advisory Committee to better assist high-risk students and students with psychological disabilities

Improve retention rates for Indigenous students and engage members of the College community (students, employees and community members) in Truth and Reconciliation (TRC) activities that will support Indigenous students.

- Encourage faculty to participate in training and initiatives that support Indigenous students
- Indigenous Student Success Coach will continue to outreach to all self identified Indigenous students each semester to share information, information about Indigenous Studies events and services
- Continue to offer Indigenous Success Sessions to including one-to-one appointments, drop ins, group workshops, and culturally specific initiatives and collaborations with Elders in Residence program, along with a speaker panel of Indigenous Alumni
- As part of a new in-community initiative, our Indigenous Student Success Coach will participate in orientating new students from remote communities to Sault College
- The new BScN Degree and Indigenous content integrated into the curriculum that all students cover
- Initiatives that will continue to be supported by Student Services:
 - Scholarship sessions, Traditional Healer, cultural events, Elders, Club or recreation activities
- Peer Tutoring and the library will be working more directly with the new Indigenous Student Success Officer
- Residence will be implementing culturally appropriate policies to attract Indigenous students to Residence and providing additional gathering and cooking spaces
- Residence will continue to have an ambassador team to represent Indigenous culture and international cultures
- We will continue to explore varsity teams and recreational events that support Indigenous culture and interests

	<ul style="list-style-type: none"> • Indigenous Studies will: <ul style="list-style-type: none"> • Contribute to a culturally safe learning environment through the ongoing provision of effective relevant academic and cultural supports, services and initiatives for Indigenous learners attending Sault College and enrolled in community-based programming • Work collaboratively with the Student Services department to implement Indigenous-specific counselling support services and initiatives that supports the needs of Indigenous learners • Work collaboratively with the Human Resources department to provide ongoing professional development opportunities to increase institutional awareness and understanding of Indigenous culture, history and worldviews • Work collaboratively with Library Services to facilitate and maintain established Truth and Reconciliation activities such as the Indigenous Book Club, Indigenous Visiting Artist Series, Treaty Talks, Living Library in addition to exploring other opportunities for Indigenous intercultural learning and engagement • Staff participation in Indigenous Cultural professional development activities to better support Indigenous students • Ongoing collaboration with College Indigenous councillors will occur to ensure Indigenous students' financial assistance needs are being met • Continuing Education will run a pre-apprenticeship training program with a focus on Indigenous learners, engaging in Keepers of the Circle Cultural Competency pre-employment training as a component of the pre-apprenticeship
<p>Introduce innovative initiatives to ensure strong supports are in place for students through their time at Sault College.</p>	<ul style="list-style-type: none"> • Student Success will continue to engage regularly with all service and program areas to continue to expand and evaluate student retention and engagement initiatives • Student Success will pilot a peer leadership group aimed at improving the student experience, engagement and retention • Student wellness initiatives, engagements and workshops will continue to be available remotely and in person • Launch first student engagement podcast, promoting college life, services, programs, and activities • Ongoing facilitation of the Elders in Residence program to ensure the provision of culturally appropriate student supports • Programming to support student mental health and academic success to align with the new 7-1-7 academic calendar will be initiated by various stakeholders • Increase and purchase new library interactive training modules crucial for student success. We will track the traffic of these modules on our website. • Peer Tutoring will be enhancing services to include sessions prepping for specific tests students have to take. This has already been very successful in Natural Environment and Aviation and additional programs are considered for 2022-23 • The library will be implementing and migrating to a new integrated library system in 2022-23 with enhanced features for students to save material and create lists of assignments, faculty will be able to find material easier and the back end will be more functional for library staff and eventually integrate with other systems throughout the college • The library will continue to add more features to our website through the addition of LibGuides CMS (library software that almost all academic libraries use) that will allow us to better interact with our students, integrate library resources for faculty in LMS, showcase exhibits, archives and special collections, facilitate cross-departmental collaboration, assign user permission for faculty and separate permissions for students and generally give us more options to build the library website to the students needs

	<ul style="list-style-type: none"> • Provide remote and hybrid service delivery for workshops, Counselling appointments, Accessibility Services, and Testing to ensure all students have support regardless of where they are studying from • Create and facilitate a Student Focus Group to ensure services and service delivery modalities are meeting student needs
<p>Diversity, Equity and Inclusion:</p> <ul style="list-style-type: none"> • ensure services and processes are inclusive for all students • Strive to have an inclusive workforce that is representative of the communities we serve 	<ul style="list-style-type: none"> • Success Hub will continue to be accessible to all students to engage with Success team • Continue to improve policies, processes and systems to meet diversity, equity, and inclusion best practices • Continue to communicate to prospective students our commitment to Diversity and Inclusion. Marketing will create supporting materials in both print and online to support. • Promote diversity and inclusion through various workshops and programming • Work with internal and external partners to build resources for students • Equity Room will remain a safe and inclusive space for all students • Reflection Room will continue to be used as a prayer space for students • Work collaboratively with departments to ensure services and process are inclusive for all students • Include mandatory diversity and inclusion session in orientation • The new Equity, Diversity and Inclusion (EDI) Working group will support stakeholder engagement initiatives to inform inclusive workforce development plans
<p>Seek funding to ensure the continuation of on-campus mental health services for all students.</p>	<ul style="list-style-type: none"> • Review best practices in providing mental health education programming • Continue to develop mental health partnerships within the community • Bell Mental Health funding applications will continue to be submitted for consideration- Mental Health Standards Project: Implementation Phase
<p>Sault College will continue to improve the quality, impact and innovativeness of teaching, learning and service delivery.</p>	<ul style="list-style-type: none"> • Encourage faculty to learn and adopt new technologies, methods, and instructional equipment to enhance course delivery • Indigenous Studies will: <ul style="list-style-type: none"> • Work with the CAFÉ to develop educational resources to assist faculty with Indigenization/decolonization of curriculum • Collaborate with the Sault College Multi-College Collaboration Model committee to support faculty engagement sessions related to best practices in Indigenous pedagogy • Through Curriculum and Faculty Excellence (CAFÉ), Academic Development and Quality will engage faculty in regular experimentation, sharing and evaluation of new strategies, methods and tools for teaching and learning that are consistent with best practices and support ongoing development across all programs of instruction • The Faculty delivery support site on the library website will be updated, including the sections on teaching aids, math aids, science aids, engaging students, academic integrity, accessibility, experiential learning, teaching tools, support for students, wellness, and the faculty newsletter (Academic Insights) in partnership with the Quality Assurance department and additionally will have brand new material on our how to use our new library catalogue

- The IM Well app improves access to student support services and allows for improved case management to deliver ongoing support from campus services
- Student wellness initiatives and workshops will continue to be available remotely and in person
- Remote delivery processes to accommodate students with disabilities and students accessing Counselling services will continue to allow for greater flexibility

Graduate Employment Earnings

Overarching Goals	2022-23 Departmental Initiatives
<p>Work with community and industry partners to ensure we are producing job-ready graduates who are in demand</p>	<ul style="list-style-type: none"> • The Aviation Program team will: <ul style="list-style-type: none"> • Apply new advanced simulators for multi-crew training, transport category skill sets and integrated ATPL • Hire professional pilots for specialized technical courses and course segments to build on the foundational knowledge provided by full-time faculty. • Gather feedback from Advisory Committee members to ensure program curriculum is well aligned with industry • Alumni will include recruitment of Program Advisory Committee members into its outreach to local businesses and industry partners • Employment Solutions in partnership with Corporate Training will run a Skills Advance Ontario (SAO) enhanced care program for incumbents in health care to address industry-specific needs. We will also run a Manufacturing SAO for individuals to be hired within the manufacturing sector locally. • The Job Centre's approach to supporting part-time student employment provides our graduates with pre-graduation work experience to prepare them for their career • The Job Centre will continue to support part-time student employment and provides graduates with help to develop the necessary skills to build resumes and create opportunities for graduate employment • The Library will continue to promote the three new databases that help International students adjusting to life and education in Canada. Additionally, there is a new database on international cultures. <ul style="list-style-type: none"> • PressReader: Over 7,000 global newspapers and magazines available with translations to many language • Transparent Language: Teaches students how to learn a language, with over 100 languages available • Culturegrams: every country (and Canadian Province and US State) covered on their political system, religion, society, history, economy with great maps, images and vide • Strategically recruit part-time teachers from industry to teach courses in specialized technologies used in industry • Celebrate our graduates with real stories. Marketing through its digital content strategy for 2022-23, will create a series of success stories of graduates who have had impact to promote that our graduates are exceptional and job ready

<p>Work with Indigenous communities to support graduates</p>	<ul style="list-style-type: none"> • Work with Nogdawindamin Child and Family Services to explore the facilitation of priority hiring processes for Sault College Indigenous graduates • Corporate Training will work with Ketagaunseebee (Garden River) to offer a Building Maintenance and Construction program to build tiny homes for youth needing safe and secure housing. Graduates may be hired by the housing department with the band. • Corporate Training will work with Pikangikum First Nation to offer a Building Maintenance and Construction program as well as an Automotive Pre-Apprenticeship training program and an Electrical Pre-Apprenticeship training program; a 2-year project with employment opportunities in-community following program completion, as well as pathways into apprenticeship. • Alumni will continue to collaborate with Indigenous Student Council to ensure the unique needs of graduates are reflected in both graduate supports as well as on-campus activities
<p>International student supports</p>	<ul style="list-style-type: none"> • Encourage faculty to participate and increase knowledge and understanding of international student experience • Launch General Arts and Science -English for Academic Purposes program to allow students to develop language requirements for entry into diploma programs • With the increase of international students, the Student Job Centre will work directly with the International Department to determine student needs within the labour market, and help them develop resumes, job skills, and interview skills • Increase awareness of support services through outreach and referral processes with the International and Student Success Teams • KeepMeSafe is a virtual support that international students can access for free to support their mental health with practitioners who can speak their home languages/ are currently residing in their home countries • Alumni will continue to collaborate with the International Department to ensure the unique needs of graduates are reflected in both graduate supports as well as on-campus activities
<p>Increase collaboration with local stakeholders, including employers, local government, Algoma U, Indigenous groups to ensure alignment with economic development strategies.</p>	<ul style="list-style-type: none"> • Review and understand economic development strategies • Explore opportunities to increase collaboration with local stakeholders • Collaborate with recruitment to offer opportunities for career exploration in Technology and Skilled Trades programs • Health Programs will continue to work very closely with Sault Area Hospital to ensure our programming and placements align with their human resource needs • Connect with Algoma University for joint marketing and recruitment efforts on pathway opportunities for current and incoming students • Collaborate with Sault College Indigenous sponsors to find additional supports to assist with sponsorship processes • Continuing Education will partner with Algoma University and Shingwauk on the Challenge Fund, creating ten micro-credentials in Addictions and Mental Health. Industry has driven the topics of the ten micro-credentials as a competency need for future hires. • The Student Job Centre will work with various employers in the local area to set up interviews for our students either in person, or virtually • Tourism Sault Ste. Marie collaboration opportunities will be developed through the Waterfront Adventure Centre • Recruitment of community stakeholders to participate in Mental Health Standards project to improve connections with Sault College students

Experiential Learning

Overarching Goals	2022-23 Departmental Initiatives
<p>Sault College will facilitate increased experiential learning opportunities for students.</p>	<ul style="list-style-type: none"> • The Aviation team will continue to ensure the recertification of the simulators. With six operational flight training simulators, including two now operating at the airport for the first time, students have excellent access to experiential learning opportunities in the Aviation program. • Encourage and support faculty to identify additional experiential learning opportunities in courses and programs • The Culinary programs will partner with Harvest Algoma, United Way in Fall 2022. Culinary students will prepare food as part of Harvest Algoma's Community Commercial kitchen for the needy in our community. • Students in the Forestry program are growing Red Oak Seedlings as part of the re-greening initiative at Algoma Steel. Once the seedlings are ready to be planted, students will complete that work on site. • The college is proposing two new Health Programs that will include experiential learning opportunities • Through messaging within brand communication, Marketing will promote experiential learning initiatives within the delivery of programs • Continuing Education will develop two Virtual Reality scenarios in Wound Care and one in customer service to be incorporated into new micro-credential programming with industry partners. • A Foot Care program will be developed with an industry organization for placement and assessment • Athletics will hire students in the Health and Fitness program for part-time positions in the Fitness Centre to give them a sense of what this role entails
<p>Sault College will strive to have experiential learning in all programs.</p>	<ul style="list-style-type: none"> • Encourage faculty to review courses and programs to ensure presence of experiential learning opportunities • Each new program developed will incorporate an experiential learning opportunity

Community & Economic 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**
- **Institution-Specific Metric (Economic Impact)**
- **Innovation: Revenue Attracted from Private Sector Sources**
- **Institution-Specific (Apprenticeship-related)**

Community/Local Impact

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located.

Overarching Goals	2022-23 Departmental Initiatives
<p>Sault College strives to increase community/local impact by:</p> <ul style="list-style-type: none"> • Collaborating with community and industry partners, including First Nations and Metis groups 	<ul style="list-style-type: none"> • Indigenous Studies will: <ul style="list-style-type: none"> • Actively engage and work with the Indigenous Circle on Education at Sault College to identify and implement best practices that will effectively support Indigenous graduates of Sault College • Work with local and regional Indigenous Employment and Training organizations to improve communications and information sharing regarding upcoming employment opportunities • Maintain consistent and ongoing Indigenous community engagement through active participation on local and regional Indigenous committees and working groups • Maintain active partnerships with Indigenous Education Institute partners through ongoing consultation and regular quality and programming site visits • Culinary programs will be partnering with Harvest Algoma, United Way in Fall 2022. Culinary students will prepare food as part of Harvest Algoma's Community Commercial kitchen for the needy in our community. • Students in the Forestry program are growing Red Oak Seedlings as part of the re-greening initiative at Algoma Steel. Once the seedlings are ready to be planted, students will complete that work on site • Child and Youth Care Annual WALK will support the City's Breakfast Program • Corporatetraining.saultcollege.ca will add three more subscribers to our services to meet the industry demand of those corporations • Athletics will continue to pursue initiatives to create partnerships with local community through event planning and sponsorships • The Library will continue to partner with Indigenous Studies to have a guest speaker series hosting authors, artists and other professionals that will engage our local First Nations and Metis groups

<ul style="list-style-type: none"> • Becoming a destination college that attracts domestic and international students to Sault Ste. Marie for their postsecondary studies 	<ul style="list-style-type: none"> • Work with Recruitment and International Department to increase program understanding through presentations, testimonials, and videos showcasing Technology and Skilled Trades equipment and labs • Promote post-secondary education at Sault College as a viable and realistic option for potential Indigenous learners through active participation and engagement with the Indigenous Post-Secondary Information Program • Maintain ongoing communication and engagement with local secondary schools, adult learning centres and Indigenous Education Counsellors to promote Sault College and to identify and support post-secondary education transition initiatives • Return to in-person recruitment across Ontario, while maintaining virtual options to extend reach into areas not typically visited • Through our yearly brand campaign, Marketing will produce a brand video that celebrates the “Where we are, is who we are” creative positioning and platform within markets across Ontario – which highlights the unique value propositions that Sault Ste. has to offer • Athletics and the Waterfront Adventure Centre will offer competitive and recreational sport facilities and programming to attract domestic and international students • Athletics is working towards providing unique recreational experiences that attract students to our school
<ul style="list-style-type: none"> • Investing in college infrastructure, which creates local construction jobs: <ul style="list-style-type: none"> • Health Program expansion • Student Housing. 	<ul style="list-style-type: none"> • Mechatronics Engineering project renovation along with the new Centre for Health Sciences project will create local construction jobs • Continue to explore options for student housing • Work with external partners to increase beds/rentals for safe and affordable housing for the increase of domestic and international students
<ul style="list-style-type: none"> • Conducting and supporting events that generate economic activity 	<ul style="list-style-type: none"> • Marketing will continue to support community events like the annual Science Festival. Marketing will also promote all college events that generate economic activity • The new Alumni Perks App will serve as a communications tool with graduates, offering exclusive discounts from local vendors on goods and services, providing additional traffic to local businesses • The Waterfront Adventure Centre continues to seek funding opportunities to improve infrastructure and services to students and community members • Athletics will continue to provide competitive and recreation sport programming throughout the year which generates significant community support within our campus and partner facilities • The Waterfront Adventure Centre operation will continue to offer student and seasonal jobs which has resulted in the development of community event programming for indoor or outdoor activities • Athletics is working toward three major events: The Varsity golf tournament, Homecoming and the Winter Classic

<ul style="list-style-type: none"> • Sault College will strive to deliver programming to community members that have barriers. 	<ul style="list-style-type: none"> • Through Employment Solutions operations, Sault College will deliver employment programming to those most affected by COVID-19, the disadvantaged, the highly barriered and further removed from the labour market • Increased marketing and promotion of Literacy and Basic Skills training as a pathway to post-secondary education and employment • Continuing Education will run a pre-apprenticeship program focused on the electrical trade for Indigenous students (currently this group is underrepresented in the trades) • Corporate Training will run programs in-community in Pikangikum and Ketagaunseebee for unemployed, underemployed and youth • The College will continue to ensure its policies and processes address accessibility barriers, and plans are in place through our AODA Committee to update the College's long-term Accessibility Plan
<p>Be recognized by our employees and the community as an exceptional place to work.</p>	<ul style="list-style-type: none"> • Partnering with Communications, Marketing will create staff stories and testimonials that promote the benefits of employment at Sault College
<p>Support the film industry growth and expansion in Northern Ontario</p>	<ul style="list-style-type: none"> • The college is in the early stages of developing a VFX (Visual Effects) Program to support an anticipated future demand as a local production company expands their visual effects • Alumni will continue to sponsor the Sault Film Festival to promote local and independent film makers, including Sault College graduates from the Digital Film program
<p>Work with local infrastructure at the Sault Ste. Marie Airport</p>	<ul style="list-style-type: none"> • We will continue to work with the Sault Ste. Marie Airport Authority to support the development and sustainment of the facilities including the NavCanada tower, IFR approach aids, runways and taxiways and other services such as aviation fuel. • While a recent decision to maintain active NavCanada services is positive news, on-going support in partnership with the Sault Ste. Marie Airport Development Corporation, in our advocacy, will help to ensure the Federal government remains committed to maintaining active NavCanada towers operations at our local airport.

Institutional Specific (Economic Impact)

Employment Solutions – Percentage of clients served who were placed in jobs through employment services

Overarching Goals	2022-23 Departmental Initiatives
<p>The Employment Solutions team will continue to successfully work with community and industry partners to undertake collaborative and innovative initiatives that will grow our economy and enhance our workforce.</p>	<ul style="list-style-type: none"> • Employment Solutions programming will strive to achieve or surpass its employed target • Employment Solutions will deliver the 2nd year of workforce development programming in the areas of Health Care and Manufacturing/Production to address skills shortage • Marketing will support all campaign development to help generate applicant leads

Revenue from Private Sector Sources

Overarching Goals	2022-23 Departmental Initiatives
<p>Sault College will strive to meet the enrolment targets set for the private partner in Brampton and Toronto</p>	<ul style="list-style-type: none"> • Continue to progress towards system integrations allowing for improved offer conversions • Marketing will partner with private partnership colleges in Toronto and Brampton to push advertising and promotion to drive students in either respective campus. Marketing will also refresh both Brampton and Toronto campus material to help sell each location.
<p>Sault College will strive to increase corporate training/E-Learning revenue</p>	<ul style="list-style-type: none"> • Continue to improve online course registration and payment platform to encourage a seamless registration process for learners • Promote corporate training subscription contracts using corporatetraining.saultcollege.ca • Continuing Education will develop three programs and 25 micro-credential courses in an E-Learning format • Continuing Education will offer an online Personal Support Worker program in partnership with Employment Solutions through Skills Advance Ontario funding
<p>Sault College will strive to generate alternative sources of revenue</p>	<ul style="list-style-type: none"> • Private sector sponsorship and partnership agreements will continue to increase as a result of the Athletic department business development efforts • Alumni will facilitate a Capital Fundraising campaign in support of the proposed new Centre for Health Sciences

Institutional Specific (Apprenticeship related)

This metric takes effect in the current fiscal year. Apprenticeship completion rates: Percentage of students who entered an apprenticeship level of instruction in a particular intake at Sault College and completed within a prescribed time frame.

Overarching Goals	2022-23 Departmental Initiatives
<p>Introduce innovative initiatives to ensure supports are in place for apprenticeship students through their time at Sault College</p>	<ul style="list-style-type: none"> • Create a resource document for all entering apprenticeship students that outlines the services available to them and how to access these services • Counsellors will present support service options to incoming apprentices • Explore further opportunities to provide support to apprentices
<p>Continue to improve facilities, including labs/shops to enhance applied, hands-on learning</p>	<ul style="list-style-type: none"> • Identify equipment needs for apprenticeship labs • Maximize apprenticeship capital funding for Sault College apprenticeship labs

Enrolment

Overarching Goals	2022-23 Departmental Initiatives
<p>Per Scorecard:</p> <ul style="list-style-type: none"> • Domestic: 1,574 • International: 2,821 • Total enrolment: 4,395 	<ul style="list-style-type: none"> • Continued progress towards system integrations allowing for improved international student conversions • Improve conversion of applicants with prior postsecondary learning by streamlining their credit transfer experience at time of application • Marketing will promote and advertise through an integrated marketing plan to generate potential applicant leads for both domestic and international markets. The campaign includes a focus on digital advertising, Search Engine Marketing, Search Engine Optimization, and a strong focus on sponsored content initiatives through media publishers in Ontario. • Marketing will complete a student communications and process review throughout the lifecycle of the student. This review and analysis will identify gaps in communications and service to students, opportunities to improve and streamline communications to students and improve communication between departments. • Understand market potential; brand perceptions; insight into key decision factors that affect applicant choice of institution through the use of University/Applicant Student (UCAS) data in collaboration with Academica • Complete an Accepted Declined Study (ADS) which is designed to complement the UCAS student. This will enable us to understand why students apply to Sault College, visit our campus, yet decline offer and pursue their education elsewhere

Sault College will strive to diversify international enrolment and expand partnerships into multiple countries

- Continue to provide professional development and training to support applicant processing from new countries
- Increase the exposure of our College and community through inbound and outbound international study opportunities for students and faculty through development of projects and initiatives in the following key areas:
 - Student and Faculty Mobility Projects
 - Inbound/Outbound Short Programs
 - Faculty Training
 - Bi-Lateral - Pathways & Advanced Standing
 - Joint Programs / Dual Credential
 - Joint Delivery / Single Credential
 - Collaborative Online International Learning (COIL)
 - Campuses Abroad.

Financial Sustainability

Achieve metrics prescribed by Ministry:

System-Wide Metrics	Benchmark
Annual Surplus (Deficit)	>0
Accumulated Surplus (Deficit)	>0
Net Income to Revenue Ratio	>1.5%
Net Assets to Expense Ratio	>60%
Quick Ratio	>1
Debt Servicing Ratio	<3%
Total Debt to Assets Ratio	<35%

Financial Plan

2022-23 Budget Overview

The 2022-23 Budget has projected a surplus. A thorough planning process was undertaken which integrated enrolment forecasting, program planning, workforce planning, risk management and strategic planning to ensure Sault College has the appropriate resources in place to deliver on strategic priorities.

This budget process focused on a number of significant variables currently affecting the Ontario postsecondary system; a multi-year decline in traditional demographics, continuation of the tuition-freeze in place since 2019-20, and an increasingly competitive postsecondary landscape.



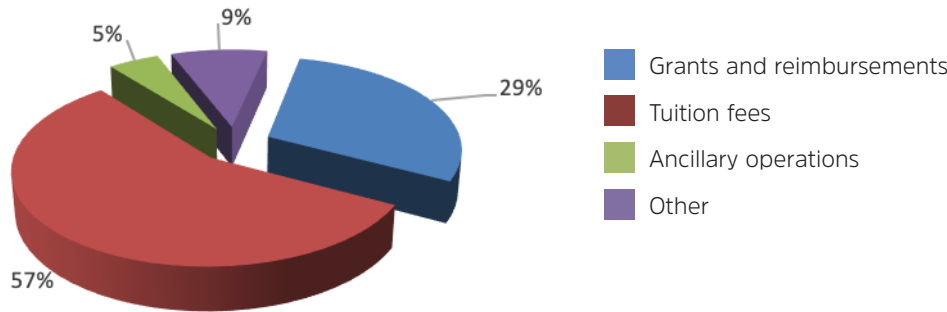
Revenue Budget

The total estimated revenue for fiscal 2022-23 is \$118,047,000. Sault College's revenue profile for 2022-23 includes government funding dependency of 29%, international tuition revenues at 51% and 5% from domestic tuition revenue.

The 2022-23 Budget include the following revenue elements:

- Government funding has been included based on most recent memoranda from the Ministry of Colleges and Universities (MCU).
- SMA3 will not be activated in 2022-23, therefore there is no change in Performance Funding and General-Purpose Operating Grant
- General Purpose Operating Grant revenue is based on the corridor funding formula with the adjustment for International Student Recovery Fee.
- Domestic tuition freeze as part of the anticipated *New* Tuition Fee Framework release March 22, 2022.
- Total full-time postsecondary enrolments are expected to increase by 25.1% (6.2% domestic and 35.1% International).
- Ancillary services are to return to an increased delivery on campus, including residence operations.
- Investment Income is expected to rebound from a slight dip in the market for 22-23, along with our increase in our general investment of \$5.0MM
- All other revenues have been updated to respond to changes in enrolment, contractual increases, and market conditions

2022-2033 Budgeted Revenues



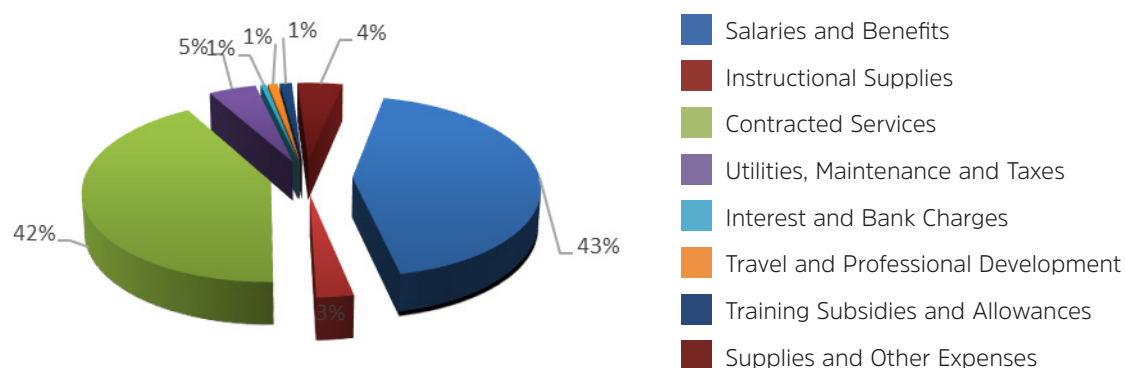
Expenditure Budget

The total expenditures for fiscal 2022-23 are \$114,421,000. The expenditure profile is beginning to change consistent with the change of enrolment and entrepreneurial activities that the College has moved forward with. The salary and benefit costs make up 43% of the total expenditures, with 57% of the operating budget related to non-salary expenses. The 2022-23 full-time salary costs include an estimate of the collective agreement wage rates for both faculty and support staff.

The 2022-23 Budget includes the following expenditure elements:

- Align College operating expenditures within the provincial funding due to ongoing anticipated tuition freeze
- Further align ancillary expenditures to meet the needs of the changing campus environment from the prior year
- Management of salary costs through vacancy management and complement control;
- Full-time salary costs (Academic and Support) include the estimated increases due to the collective agreement
- Support for innovation in program delivery
- Include on-going support for students to meet their education goals

2022-2033 Budgeted Revenues



Capital Budget

The 2022-23 Budget was developed with a focus on defining capital needs beyond the current year and aligning capital investments with the strategic plan. The capital budget for 2022-23 is estimated to be \$8.402 million with \$5.224 million projected to be funded by capital grants and other capital sources. Further there is unused reserves from 2021-22 approved budget of \$992K. This was a result of supply chain issues and the spending of Capital Funding such as FRP. Other projects were allocated to the FRP allocation, therefore reducing the impact on financial reserves on March 31, 2022. The capital elements included in the Budget that support the long-term capital plan include:

- Facilities Renewal Program
- College Equipment Renewal Fund
- Apprenticeship Enhancement Fund
- Mechatronics Engineering Renovation
- Health and Wellness Fitness Equipment refresh
- Purchase of 2 ZLIN aircraft
- Additional investments funded by the College for Information Technology, Deferred Maintenance, and Instructional equipment

Capital Budget (in thousands of dollars)

Capital Funding	2022-23 Budget
College Equipment Renewal Fund - Equipment Purchases	78
Facilities Renewal Proram - Deferred Maintenance	1,514
Apprenticeship Capital Grant	297
Aviation Modernization Project	-
Student Athletic Equipment Trust Fund	191
Other	50
Mechatronics Lab	-
FedNor	533
NOHFC	2,000
Facilities Renewal Proram	238
College Equipment Renewal Fund	123
City of Sault Ste. Marie	100
Private Partners	100
Total Capital Revenue	5,224

Total Capital Revenue

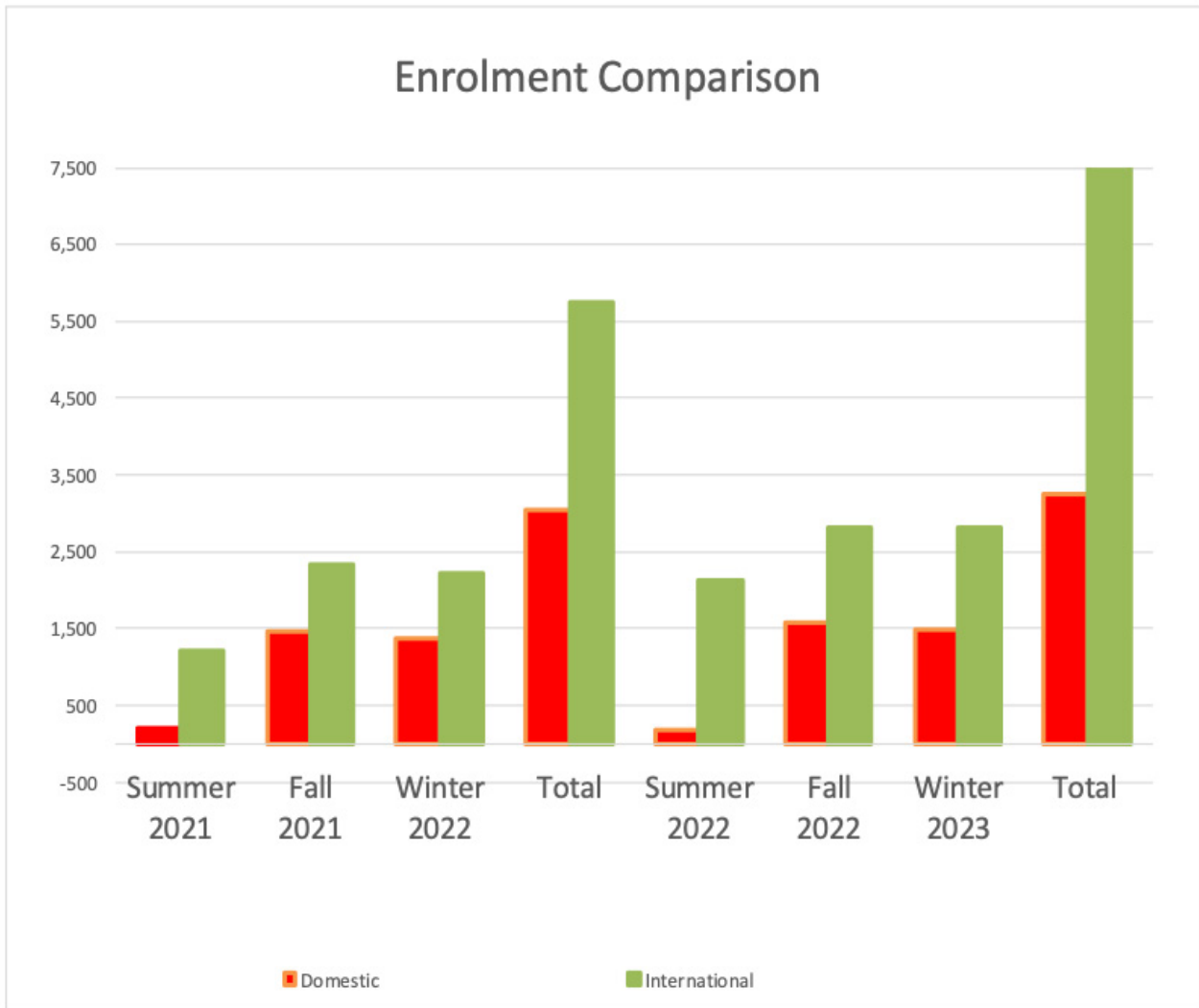
Capital Expenditures	2022-23 Budget
College Equipment Renewal Fund - Equipment Purchases	78
Facilities Renewal Proram - Deferred Maintenance	1,514
Apprenticeship Capital Grant	297
Other Equipment/Projects	117
Deferred Maintenance Projects	700
Library Renovations	-
Health and Wellness Equipment Replacement	191
Aviation Plane	1,350
Aviation Modernization Project	36
Mechatronics Lab	4,119
Total Capital Revenue	8,402
Capital Funding Surplus/(Deficit)	(3,178)

Enrolment

Full Time Post Secondary Enrolment

(head count)

	Actual 2021-22				Plan 2022-23				Variance	
	Summer 2021	Fall 2021	Winter 2022	Total	Summer 2022	Fall 2022	Winter 2023	Total	CHANGE	%
Domestic	213	1,464	1,377	3,054	181	1,574	1,487	3,242	188	6.2
International	1,204	2,327	2,222	5,753	2,136	2,821	2,817	7,774	2,021	35.1
TOTAL	1,417	3,791	3,599	8,807	2,317	4,395	4,304	11,016	2,209	25.1



Board of Governors

As representatives of the community, the Board of Governors of Sault College is the governing body that strives to provide learners with high quality education and training. The Board of Governors are responsible for setting the College vision, strategic direction and overall goals and outcomes, approving the College's annual business plan, budget and annual report.

Sault College is proud of the dedicated leadership demonstrated by our Board of Governors and for their commitment of which each gives freely of time and expertise to ensure that the best interests of the students are served and that academic excellence is maintained.

Current Board Members

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Shauna Hynna, 1st Vice Chair

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