



Ministry of Training, Colleges and Universities

Institutional Vision, Proposed Mandate Statement and Priority Objectives

(Revised January 22, 2014)

A submission to continue the process of developing strategic mandate agreements (SMAs):

To:

The Ministry of Training, Colleges and Universities

From:

John A. Strasser, Ph.D.

President

St. Clair College of Applied Arts and Technology

This submission will continue the process of developing our Strategic Mandate Agreements that began with the submission of St. Clair College to the Honourable Glen Murray, Minister of Training, Colleges and Universities on September 28, 2012.

SECTION A

INSTITUTIONAL MANDATE STATEMENT

(Approved by the St. Clair College Board of Governors, September 25, 2012)

St. Clair College is determined to establish itself as a "*Destination College*". By offering more degree programs, extending its scope of articulation agreements with universities and colleges within the province, nationally and internationally and by establishing entrepreneurship, research and innovation partnerships the College will broaden the ability of our students to acquire knowledge and leading-edge skills that will allow them to be an important resource in a globally competitive marketplace, with unique program offerings, state-of-the-art facilities, and an operating philosophy founded on accessibility, quality teaching, learning method options and sustainability.

MISSION STATEMENT

St. Clair College strives to create a respectful and welcoming educational environment that will:

- ❖ Assist individuals in developing skills, knowledge and values to support chosen careers, or support their involvement in their community.
- ❖ Provide students with an accessible, dynamic and supportive learning environment which adapts to their changing requirements for quality lifelong learning.
- ❖ Provide leadership and develop partnerships that support the ability of our community to compete in a global economic environment.

VISION STATEMENT

(Approved by the St. Clair College Board of Governors on January 15, 2002)

Striving for excellence in all we do, St Clair College is accessible and responsive to its community.

SECTION B

In developing the St. Clair College Strategic Mandate Priorities, four fundamental principles were followed:

- ❖ Build on our history and our established clusters of excellence.
- ❖ Address the educational requirements that our unique international location demands in transportation, border logistics and the health, hospitality and tourism needs of a region referred to as "Canada South". St. Clair College is the southernmost post-secondary institution in Canada.
- ❖ Respond to the local community needs.
- ❖ Leverage our resources and partnerships.

PRIORITY #1: HEALTH AND COMMUNITY WELLNESS

St. Clair College continues to build on our 45 year history of excellence in Health and Community Wellness. Our breadth of programming and student enrolment for this vocational cluster leads the college sector. The Ontario college sector summary enrolment data in Table 1 confirms that St. Clair College fall intakes for Health and Community Wellness programming is the highest in Ontario. The healthcare sector is a very important source of employment to extreme SW Ontario. In fact, Windsor-Essex has the second highest concentration of workers in the health sector in Ontario. At the 2006 census, there were 625 people employed in health-related occupations per 10,000 in the workforce which is well above the provincial level of 517 or the Toronto rate of 441.¹

¹ www.hdgh.org/uploads/NewsEvents/newsarchive/ThisJustIn/2009/2009.02.10ThisJustIn.pdf

With respect to the education of Registered Nurses, with average yearly intakes close to 200 students for our B.Sc.N. program, St. Clair College has some of the largest B.Sc.N. intakes in the college sector as can be seen in Table 2. It is the intent of St. Clair College to continue to pursue government approvals to deliver the full B.Sc.N. program and to confer the degree.

The sustained growth in our Health and Community Wellness programs is founded on our superior reputation in clinical learning, recent large investments in innovative teaching tools and our innovative co-productive relationships. The 100 km radius around St. Clair College (including the University of Michigan Health System, William Beaumont Hospital and the Henry Ford Health System) is regarded as one of the premier health treatment and biomedical research areas in North America. While the easy flow for placements into the U.S. has not yet returned to pre September 11, 2001 levels, with our proximity to SE Michigan, St. Clair College is uniquely positioned among the Ontario college sector to capitalize on the opportunities in these world-class health education and hospital facilities. Our recent Biomedical Engineering Technology program submission to MTCU is a key element in a proposed Michigan partnership that leverages our expertise in health sciences and electro-mechanics to grow the nascent Windsor-Essex biomedical device industry to enter the US market.

Table 1. First Semester Enrolment for College Health Science Programs²

| | | 2012 | 2011 | 2010 | 2009 |
|-------|---------------|------|------|------|------|
| West | St. Clair | 1520 | 1568 | 1589 | 1568 |
| | Fanshawe | 940 | 909 | 904 | 838 |
| | Mohawk | 824 | 764 | 820 | 774 |
| | Conestoga | 717 | 638 | 548 | 594 |
| | Lambton | 469 | 474 | 476 | 475 |
| | Niagara | 414 | 368 | 339 | 338 |
| GTA | Georgian | 1246 | 1136 | 1042 | 967 |
| | George Brown | 1016 | 977 | 959 | 1063 |
| | Humber | 702 | 643 | 655 | 645 |
| | Seneca | 614 | 546 | 532 | 504 |
| | Centennial | 461 | 488 | 512 | 484 |
| | Durham | 368 | 357 | 324 | 280 |
| | Sheridan | 206 | 211 | 243 | 253 |
| East | St. Lawrence | 794 | 712 | 722 | 767 |
| | Algonquin | 555 | 442 | 435 | 432 |
| | La Cite | 442 | 416 | 391 | 313 |
| | Fleming | 315 | 335 | 314 | 299 |
| | Loyalist | 227 | 251 | 146 | 208 |
| North | Cambrian | 622 | 604 | 625 | 491 |
| | Confederation | 527 | 574 | 531 | 572 |
| | Sault | 323 | 301 | 264 | 337 |
| | Northern | 211 | 288 | 255 | 266 |
| | Boreal | 199 | 231 | 270 | 240 |
| | Canadore | 157 | 180 | 221 | 238 |

Programs included in database:

Cardiovascular Technology, Dental Assisting, Dental Hygiene
 Diagnostic Medical Sonography, Medical Laboratory Science,
 Medical Laboratory Technician, BScN, OTA/PTA, OA Medical,
 Paramedic, PSW, Pharmacy, Practical Nursing, Pre-Health,
 Respiratory Therapy, Gerontology, Health & Fitness Training

Table 2. First Semester Enrolment for College B.Sc.N. Programs²

| | | 2012 | 2011 | 2010 | 2009 |
|-------|---------------|------|------|------|------|
| West | St. Clair | 181 | 192 | 189 | 183 |
| | Mohawk | 136 | 150 | 157 | 157 |
| | Conestoga | 128 | 116 | 123 | 148 |
| | Lambton | 60 | 61 | 58 | 50 |
| | Fanshawe | -- | -- | -- | -- |
| | Niagara | -- | -- | -- | -- |
| GTA | Humber | 194 | 189 | 184 | 201 |
| | Seneca | 153 | 151 | 150 | 155 |
| | Georgian | 107 | 129 | 115 | 107 |
| | George Brown | 69 | 57 | 63 | 57 |
| | Sheridan | -- | -- | -- | -- |
| | Centennial | -- | -- | -- | -- |
| | Durham | -- | -- | -- | -- |
| East | St. Lawrence | 195 | 181 | 174 | 191 |
| | Loyalist | 54 | 53 | 35 | 36 |
| | Algonquin | -- | -- | -- | -- |
| | Fleming | -- | -- | -- | -- |
| | La Cite | -- | -- | -- | -- |
| North | Cambrian | 101 | 90 | 102 | 77 |
| | Sault | 70 | 61 | 61 | 68 |
| | Northern | 46 | 42 | 51 | 39 |
| | Boreal | 19 | 19 | 17 | 18 |
| | Canadore | -- | -- | -- | -- |
| | Confederation | -- | -- | -- | -- |

² Ontario College Application Service (OCAS) data.

Domestically, St. Clair College is a founding member of the Southwest Academic Health Network (SWAHN) along with Western University Schulich School of Medicine and Dentistry. In June 2009, St. Clair College signed a Memorandum of Understanding with the University of Windsor, Windsor Regional Hospital and Hotel Dieu Hospital to work jointly to address the health needs of the region. In Leamington and Essex County, St. Clair College is currently working with the Leamington Hospital and the Hospice of Windsor to provide an integrated footprint for enhanced health care services in the Leamington-Kingsville Essex County area. St. Clair College has created a unique partnership with Schlegel Villages to build a long-term care facility on the St. Clair College campus which is known as "The Village at St. Clair".³ The facility will allow the integration of the learning process into the operation of the facility in the form of clinical experience and experiential learning. As such, St. Clair College is committed to exploring the introduction of programming that trains highly qualified personnel (HQP) for the long-term health care facility sector. This may include leveraging our expertise and facilities in Culinary Management for a proposed program in Dietetic Technician; and our programs in Occupational Therapy and Gerontology for new programs in Massage Therapy and Therapeutic Recreation Technician. Additionally, the College will investigate the feasibility of partnering with the Western University Schulich School of Medicine and Dentistry to introduce a joint Chiropodist Technology program which does not exist outside of the Michener Institute in Toronto. With modest government capital funding for a new speech and hearing laboratory, St. Clair College would consider introducing Hearing Technician and Communicative Disorders programs since hearing loss and stroke-induced speech problems are endemic in the aging population and in the large local population with an autism spectrum disorder.

Related to our excellence in clinical training, St. Clair College has invested heavily in teaching technologies for the Applied Health Sciences. SWAHN has recognized our leadership role in robotic simulation for health care education in SW Ontario. We have worked with Western University Schulich School of Medicine and Dentistry to provide simulation learning for their Windsor campus students. Going forward, the College is dedicated to using technology to provide vocational post-graduate training to health care professionals. Therefore, St. Clair will investigate hybrid and on-line education for professional nursing upgrading such as critical care, operating room, perinatal, renal and endoscopic, as well as the Registered Practical Nurse to Registered Nurse Bridge. Additionally, there is an acknowledged regional need for the creation of bench-depth in health management and leadership. St. Clair College will study the viability of offering a distinctive Bachelor of Health Management and Leadership Degree especially designed for the working health professional.

At both our Windsor and Chatham campuses over the past three years, St. Clair College has invested more than \$35 Million to build the Centre for Applied Health Sciences Building in Windsor and the Mary Uniac Health Sciences Education Centre, in Chatham. These facilities have the newest histology, pathology, microbiology, and hematology laboratories, multi-media dental suites, dental materials laboratory, retail and hospital pharmacy dispensary simulators, a 72 bed nursing instructional facility including multi-media simulation suites and six specialized patient care laboratory apartments. Additionally, we have added new programming and laboratories in Cardiovascular Technology, Respiratory Therapy, Ultrasound, Paramedics and Occupational Therapy. When capital money is available and with the support and co-operation of the Local Health Integration Network (LHIN) and health services delivery network, St. Clair College will provide vocational training in Renal Technician since Windsor-Essex and Chatham-Kent has the highest rates of diabetes and renal dysfunction in Southern Ontario. Finally, our Centre for Applied Health Sciences Building is pedagogically unique. As a single purpose facility, the Applied Health Sciences Building resembles a hospital, and the curriculum incorporates inter-professional and cross-disciplinary learning experiences. A facility where nursing, paramedic, medical laboratory, pharmacy, respiratory therapist, ultrasound technologists, and cardiovascular technicians can all interact and learn together does not exist elsewhere in the Ontario college system. Further, the College is committed to offering programming in the emerging cross-disciplinary academic areas especially where there are synergies with existing clusters of excellence. Therefore, St. Clair will consider the introduction of a new bachelor program in Athletic Therapy and Exercise Science which bridges our established expertise in health sciences together with our new \$25 Million state-of-the-art SportsPlex.

With respect to research in the health sciences, St. Clair College has partnered with Schlegel Villages and The University of Waterloo Schlegel Institute for Research into Aging.

In the related Wellness programming, St. Clair College has strong and extensive ties to the Windsor-Essex and Chatham-Kent communities. For example, St. Clair College was the first college to offer a Child and Youth

³ The Schlegel Group builds and operates a continuum of care facilities for older adults, including long-term care and retirement homes across eleven Ontario locations.

Worker (CYW) diploma program. Our CYW program differs from most other college programs because of the emphasis on clinical experience through our long-established network of community partners. Today, this College offers CYW at both campuses and in a variety of delivery formats. It is the intent of St. Clair College to cover the entire spectrum of CYW credentials. Therefore, St. Clair College intends to mount a bachelor program in CYW. Like the CYW program, our Developmental Services Worker (DSW) program was established to provide HQP for Southwestern Ontario Regional Centre in Cedar Springs. Today, DSW is offered in delivery formats similar to CYW. Going forward St. Clair College will study the needs of the local community for such programs as Community Integration through Co-operative Education (CICE), Community Mental Health Worker, Social Worker Diploma, and Social Worker for Immigrant Populations Diploma. The latter is particularly important as Windsor-Essex is the 4th most culturally diverse city in Canada.

In addition to the chronic diseases of aging and lifestyle, the prevalence of the autism spectrum disorders in Windsor-Essex is among the highest in North America. Leveraging on the strength and reputation of our Autism and Behavioral Science Program, St. Clair College will study the viability of creating an Autism Respite, Research and Learning Centre to work with autistic children and their caregivers on an 11 acre rural site donated to St. Clair College in 2011. Preliminary studies indicate this initiative will cost \$1.25 Million. The Autism Respite, Research and Learning Centre is St. Clair College third priority for capital funding.

Additionally, St. Clair College will introduce in September 2014 a new CICE (Community Integration through Co-operative Education) program which provides adults with developmental challenges the opportunity to experience college life.

For Priority #1 Health and Community Wellness, the following metrics are proposed:

- ❖ Metric 1.1: Overall retention rates as reported in the MYAA report back.
- ❖ Metric 1.2: For under-represented groups, including those students with disabilities, aboriginal students, and first-generation students, development of tracking tools to measure retention rates, graduation rates, and program duration/completion time.
- ❖ Metric 1.3: Student satisfaction as captured in KPI's (#14, #26, #44, and #45).
- ❖ Metric 1.4: Maintenance of leadership position in student satisfaction for tutoring services.
- ❖ Metric 1.5: Target enrolment within program areas of strategic focus.
- ❖ Metric 1.6: Creation of an Autism Respite, Research and Learning Centre.

PRIORITY #2: INTERNATIONAL MANUFACTURING AND TRADE

The Windsor-Detroit border crossing is the busiest cargo crossing between Canada and the United States handling over 26% of all trade between the two countries. In addition, the south side of the Detroit River is considered the busiest international waterway in the world. More than 800 Windsor area manufacturers are within one day trucking distance to 90% of North American automobile assembly plants.

No other urban center in Canada comes close to Windsor-Essex for employment concentration in cross border and logistics. In fact in 2006, the rate of employment in the international trade sector in Windsor-Essex is more than three times the rate for Ontario.⁴ With the announcement of a new Fedex facility at Windsor airport, the continued accelerated development of Windsor as an inter-modal transportation hub is forecasted.⁵

Even after the recent recession, Windsor-Essex is still the most manufacturing intensive region in Canada where almost 20% of all employed persons in the region worked in the manufacturing sector.⁶ As an example of the importance of manufacturing, the Machine, Tool, Die and Mold sub-sector has been conservatively estimated as a \$10.5 Billion economic impact to Ontario.⁷ Manufacturing today in Windsor-Essex includes information technology and micro-electronics. Examples include computer numerical control (CNC), computer-integrated manufacturing (CIM), robotics, automation and visioning systems, and advanced methodologies like lean manufacturing. Considered pioneers and leading edge, the manufacturing sector centered in Windsor-Essex has gained international recognition throughout the automotive sector, and in agriculture, aerospace and the pharmaceutical and healthcare industries. However, as the global manufacturing economy becomes more integrated and competitive, efficiency and safety in cross border logistics and supply chain management becomes a critical

⁴ Statistics Canada 1996 and 2006 Censuses using the 1991 Standard Occupation Classification.

⁵ Windsor Essex Economic Development Corporation, Discover our Region's Growth, Prosperity and Sustainability, (Feb 2011).

⁶ Statistics Canada, Canadian Business Patterns (June 2009).

⁷ Windsor Essex Economic Development Corporation, Discover our Region's Growth, Prosperity and Sustainability, p41 (February 2011).

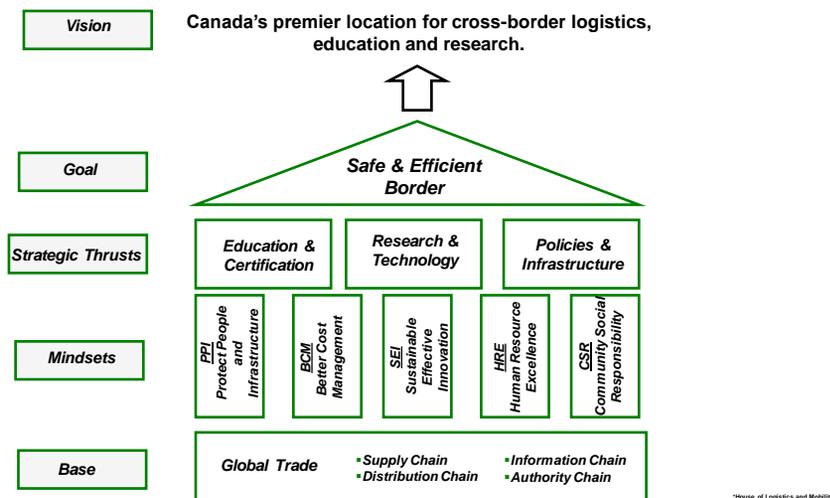
element in the economic prosperity of Windsor-Essex since, as an example, more than 84% of the vehicles built in Canada are exported.

With respect to research and innovation in manufacturing, St. Clair College has a state of the art, 100,000 ft² Ford Centre for Excellence in Manufacturing which has been recognized internationally with the prestigious Yves Landry Award of Excellence.⁸ Furthermore, St. Clair College is a founding member of the CONII (Colleges Ontario Network for Industry Innovation).

There is no other region in Ontario where the significance of the border is as great and where the efficient and safe flow of materiel and product for the manufacturing sector are as critical to the economic prosperity of the whole of Ontario. Locally, the demand for highly qualified personnel (HQP) in the global-oriented manufacturing sector and in the associated supply chain management and logistics is robust and growing. In 2006, the percentage of people employed as customs agents and brokers in Windsor-Essex was three times the number employed in Toronto, Vancouver and Montreal.⁴

St. Clair College believes that the establishment of a Centre for Cross Border Logistics and Security (CCBLS) is a critical and strategic element in the trajectory of the development of the Windsor-Essex area and will continue St. Clair College on a path as a center of excellence in logistics and supply chain and border management. As an initial step, in October 2011, St. Clair College signed an MOU with the University of Windsor and the City of Windsor to work together on projects related to the border security and logistics. The essence of that agreement is captured in the figure below. At the high level, within the CCBLS there is a distinction between the expected outcomes of the University of Windsor and St. Clair College. The former will focus more on policy issues and fundamental research while St. Clair will focus on meeting the human resource needs of the industry together with industry driven applied research.

Centre for Cross Border Logistics and Security – Windsor, Canada
Member Institute of the International HOLM* Network



Currently St. Clair College is the largest source of HQP for the cross-border logistics and security sector in Ontario. With programs ranging from Border Services Agent, International Trade Management, and Business Administration for International Trade, St. Clair College supplies about 200 HQP to the region each year. For example, from 2009 to 2012 the cumulative intake for the Border Services program at St. Clair College was 554 versus 381 for the remainder of the college system.⁹ With the introduction of the Centre for Cross Border Logistics and Security, it is anticipated that St. Clair College will be able to increase HQP to approximately 300 in two years, and to 450 within five years. The anticipated cost to create the St. Clair College Centre for Cross

⁸ www.yveslandryfoundation.com
⁹ Ontario College Application Service data.

Border Logistics and Security is \$3.2 Million. For capital funding, the Centre for Cross Border Logistics and Security is the second priority for St. Clair College.

In the long term planning for St. Clair College, a Centre for Cross Border Logistics and Security would have a twofold mandate for St. Clair College. First, the CCBL could provide a range of unique educational programming under an umbrella signature program such as a Bachelor of Supply Chain Management and Logistics degree where students could earn industry recognition (i.e. Certified Production Inventory Manager (CPIM), Certified Supply Chain Professional (CSCP), and Canadian Institute of Traffic and Transportation (CITT) designations). Specialized corporate training that addresses the needs in international trade will add to the College contribution to local industry.

Working closely with the federal, provincial and municipal governments and institutions, and industrial partners, CCBL would provide the intellectual hub in SW Ontario for improving the efficiency and productivity of cross-border logistics and security through the reduction of technical and organizational inefficiencies via simulation, computer modeling, on-site consulting services, and through the introduction and adoption of new technologies, processes, materials and services. Spearheaded by the Farrow Group, one of the most significant and comprehensive broker and logistics companies in North America, there are over 30 Windsor-Essex wholesale trade agents and brokers who have offered their strong endorsement and support for the CCBL initiative. Rick Farrow, an Alumni of Distinction of St. Clair College continues to support College initiatives and the expertise of the Farrow Group is available to the College.

For Priority #2 International Manufacturing and Trade, the following metrics are proposed:

- ❖ Metric 2.1: Overall retention rates as reported in the MYAA report back.
- ❖ Metric 2.2: For under-represented groups, including those students with disabilities, aboriginal students, and first-generation students, development of tracking tools to measure retention rates, graduation rates, and program duration/completion time.
- ❖ Metric 2.3: Maintenance of leadership position in student satisfaction for tutoring services.
- ❖ Metric 2.4: Student satisfaction as captured in KPI's (#14, #26, #44, and #45).
- ❖ Metric 2.5: Target enrolment within program areas of strategic focus.
- ❖ Metric 2.6: Creation of a Centre for Cross Border Logistics and Security.

PRIORITY #3: CREATIVE ARTS, HOSPITALITY AND TOURISM

The important connection between creativity, innovation, and arts and economic development is well documented.¹⁰ Not only do the arts attract and retain knowledge workers, but they contribute to the tourism and hospitality sector. The most important benefit of tourism is the increase in opportunities for a diversified economy while holding to the characteristics that make extreme SW Ontario special. For example, the Ministry of Tourism in 2010 estimated the economic impact of tourism for Essex County as more than \$1 Billion to the local GDP and over 18,400 direct, indirect and induced jobs (about 12% of the local workforce).¹¹

Over the past decade, St. Clair College has strategically invested in programming and acquired physical infrastructure in the broad area of creative and design arts, hospitality and tourism. St. Clair College was at the vanguard of the economic revitalization of downtown Windsor seven years ago when the College acquired the 200,000 ft² former Cleary Convention Centre (now re-branded as the St. Clair College Centre for the Arts SCCCA) which was a multi-purpose convention, catering and live theatre operation. This acquisition allowed the College to integrate a working facility into our academic learning process. The theatre was the springboard to launch our highly regarded Music Theatre Performance program and the one Entertainment Technology program in Ontario. The College has since acquired a second theatre in Chatham. The College used federal investment to create the stand-alone MediaPlex in downtown Windsor. The MediaPlex is the only multi-platform journalism learning facility in Canada. The MediaPlex technology is also used extensively in the recently introduced Public Relations Diploma program. The Hospitality, Tourism and the new Event Planning programs are located at the SCCCA where students are instructed through real practical placements at the facility. Additionally, students in these programs can be placed at Woodland Hills Golf Club which the College acquired in 2013. Culinary Management students also work in the catering business associated with the SCCCA. Our Travel and Tourism Program has partnered with Central Michigan University and Disney as the only Ontario college with co-op placements at

¹⁰ Richard Florida, *Rise of the Creative Class Revised Edition*, Perseus Books (2012).

¹¹ Ontario Ministry of Tourism, *The Economic Impact of Tourism Jobs in Essex County in 2010 Using the TREIM Analysis*, (April 2010).

Disney World in Florida.

Within the hospitality and culinary suite of programs, St. Clair College has teamed with the Ontario Ministry of Agriculture and Rural Affairs (OMAFRA) to create a specially designed teaching bakery in downtown Chatham. There is a proposal before MTCU requesting permission to deliver a new Baking and Pastry Arts Management program at this new facility.

The tourism and hospitality industry sector has been identified as a major element of the Windsor-Essex economic map.¹² With two of Ontario's four designated appellations of origin, the wine industry in the St. Clair College census area provides 400 jobs (\$5 Million in direct wages and salaries), and retail sales of about \$15 Million. In the 30 years since viticulture was re-established in extreme SW Ontario, the wine industry in Essex and Pelee Island has grown to more than 20 wineries. In 2012, Pelee Island and Essex County wineries produced 1,232,700 (9 litre cases) compared to the Niagara region 1,325,430 (9 litre cases).

The wine industry is the basis of the surge in agri-tourism locally. The wine sub-sector contributes \$160 Million, including economic multipliers, to the region and continues to increase with associated job growth.¹³

St. Clair College proposes to create The Canada South Culinary and Wine Institute. The Canada South Culinary and Wine Institute positions St. Clair College to accommodate planned enrolment growth to meet the anticipated personnel needs of the local industry and the Institute will give workforce entrants and re-entrants a broader range of education and training opportunities. Over the 1996 to 2006 period, there was a 21% increase in the number of chefs and cooks employed in the Windsor-Essex workforce, while for the same period there was a 15% rise in the rest of Ontario.¹⁴ The Canada South Culinary and Wine Institute is conceived as a state-of-the-art 30,000 ft² facility incorporating teaching facilities for back-of-the-house (i.e. kitchens and laboratories) and front-of-the-house (i.e. restaurant, banquet areas, wine tasting) activities. The Institute is a key element in the College analysis of whether to introduce a suite of programs related to tourism, culinary and agri-business including proposed programs like the Bachelor of Hospitality Management and a Viticulture and Enology Diploma. The anticipated cost of the Culinary and Wine Institute is \$7.9 Million. For capital funding, the Culinary and Wine Institute is the first priority for St. Clair College.

Design and technology programs at St. Clair emphasize practical product design and local labor market demand. In 2013, the College invested close to \$1 Million to create dedicated design and studio space for a new program in Fashion Design. This program joins a strong program mix ranging from Auto Product Design, Graphic Design, Web Design, Architectural Design, Landscape Design and Interior Design. As the entry-to-practice for Interior Design will change to the bachelor degree, St. Clair College is committed to offering this degree. Building on the current strength in Auto Product Design, the College will investigate a degree in Industrial Design. And, St. Clair College with cluster-of-excellence in IT related fields like graphic design, web design, animation and networking will introduce a Mobile Applications Development program which is presently before the MTCU for approval. The College has, since 2006, leveraged Cisco curriculum and certification in both the Computer Systems Technology - Networking program and the Computer Systems Technician – Networking program.

For Priority #3 Creative Arts, Hospitality and Tourism, the following metrics are proposed:

- ❖ Metric 3.1: Overall retention rates as reported in the MYAA report back.
- ❖ Metric 3.2: For under-represented groups, including those students with disabilities, aboriginal students, and first-generation students, development of tracking tools to measure retention rates, graduation rates, and program duration/completion time.
- ❖ Metric 3.3: Student satisfaction as captured in KPI's (#14, #26, #44, and #45).
- ❖ Metric 3.4: Maintenance of leadership position in student satisfaction for tutoring services.
- ❖ Metric 3.5: Target enrolment within program areas of strategic focus.
- ❖ Metric 3.6: Creation of a Culinary and Wine Institute.

¹²http://www.choosewindsorsex.com/sites/all/themes/weedc/documents/data_regional_economic_roadmap.pdf

¹³ Windsor Economic Development Corporation, 2012 Wine Report, (March 2012).

¹⁴ Statistics Canada 1996 and 2006 Censuses using the 1991 Standard Occupation Classification.

COMMENT ON TABLE B2 – PROPOSED AREAS OF PROGRAM STRENGTH

St. Clair College is committed to responding to the post-secondary needs of the communities we serve and to the success of our students by offering a range of programming ranging from targeted industry training, apprenticeship courses, continuing education, ESL, and post-secondary credentials ranging from certificates and diplomas through to bachelor degrees. The proposed new programs in Table B2 span that range. But, it is particularly important to comment on the three year college degree.

St. Clair College supports the introduction of the three-year degree in Ontario colleges. The three-year, vocationally oriented Ontario college degree aligns the Province of Ontario with education systems in the rest of the world, and produces a young workforce with industry relevant degrees. The three year college degree lowers the cost of post-secondary education for the student and the Government of Ontario, and allows graduates to compete directly with the graduates from around the globe.

APPENDIX A – COLLEGE STRATEGIC ENROLMENT PROJECTIONS

Table A1. College Baseline Full-Time Headcounts (Eligible and Ineligible).

| Eligible Students | | | | | | | | | |
|--|----------------|----------------|----------------|--------------------|------------------|----------------|----------------|----------------|----------------|
| | Actual | | | Preliminary | Projected | | | | |
| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| Certificate / Diploma | 7,616 | 7,046 | 7,029 | 7,277 | 7,377 | 7,477 | 7,577 | 7,677 | 7,777 |
| Degree | 380 | 352 | 351 | 380 | 380 | 380 | 380 | 380 | 380 |
| Total Eligible FT College Headcount | 7,996 | 7,398 | 7,380 | 7,657 | 7,757 | 7,857 | 7,957 | 8,057 | 8,157 |
| Ineligible Students | | | | | | | | | |
| | Actual | | | Preliminary | Projected | | | | |
| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| Certificate / Diploma | 401 | 535 | 711 | 608 | 658 | 708 | 758 | 808 | 858 |
| Degree | | | | | | | | | |
| Total Ineligible FT College Headcount | 401 | 535 | 711 | 608 | 658 | 708 | 758 | 808 | 858 |
| | 8,397 | 7,933 | 8,091 | 8,265 | 8,415 | 8,565 | 8,715 | 8,865 | 9,015 |

Table A2. Projected College Full-Time Headcounts (Eligible and Ineligible)

| Eligible Students | | | | | | | | | |
|--|----------------|----------------|----------------|--------------------|------------------|----------------|----------------|----------------|----------------|
| | Actual | | | Preliminary | Projected | | | | |
| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| Certificate / Diploma | 7,616 | 7,046 | 7,029 | 7,277 | 5,196 | 5,296 | 5,396 | 5,496 | 5,596 |
| Degree | 380 | 352 | 351 | 380 | 2,661 | 2,761 | 2,861 | 2,961 | 3,061 |
| Total Eligible FT College Headcount | 7,996 | 7,398 | 7,380 | 7,657 | 7,857 | 8,057 | 8,257 | 8,457 | 8,657 |
| Ineligible Students | | | | | | | | | |
| | Actual | | | Preliminary | Projected | | | | |
| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| Certificate / Diploma | 401 | 535 | 711 | 608 | 460 | 485 | 510 | 535 | 560 |
| Degree¹⁵ | | | | | 198 | 223 | 248 | 273 | 298 |
| Total Ineligible FT College Headcount | 401 | 535 | 711 | 608 | 658 | 708 | 758 | 808 | 858 |
| | 8,397 | 7,933 | 8,091 | 8,265 | 8,515 | 8,765 | 9,015 | 9,265 | 9,515 |

¹⁵ Degree Total = 4 Year Credential + 3 Year Credential

APPENDIX B - INSTITUTIONAL PROGRAM STRENGTHS AND STRATEGIC AREAS OF FOCUS

Table B1. Current Areas of Program Strength.

| Program Area (NOC) | Total FT Headcount (Eligible) (2012-13) | Rationale |
|--|---|---|
| Technical & Skilled Occupations in Health (NOC 32) | 2,000 | <ul style="list-style-type: none"> - New state of the art facilities and academic equipment: Centre for Applied Health Sciences (Windsor) and the Mary Uniac Health Science Education Centre (Chatham). - Operate a community dental clinic. - Builds on 45 year history of clinical training excellence. - Establishment of strong community partnerships with local hospitals and health organizations. |
| Intermediate Sales & Service Occupations (NOC 64) | 900 | <ul style="list-style-type: none"> - New state of the art facilities: The St. Clair Centre for the Arts, Chrysler Theatre, Capitol Theatre, Woodland Hills Golf Course, Chez Talbot Restaurant, and the MediaPlex. - Operate a convention and banquet facility which provides a workplace experience for our students. |
| Technical Occupations Related to Natural & Applied Sciences (NOC 22) | 850 | <ul style="list-style-type: none"> - Establishment of strong community partnerships. - Border location provides unique opportunities. - Have up-to-date academic equipment. |
| Trades & Skilled Transport & Equipment Operators (NOC 72-73) | 800 | <ul style="list-style-type: none"> - Numerous state of the art facilities: Centre for Construction, Innovation and Production, Ford Centre of Excellence in Manufacturing, Trades and Technology Building and the Truck and Coach Building. - Up-to-date academic equipment. - Centre of manufacturing in Canada. |
| Skilled Administrative & Business Occupations (NOC 12) | 700 | <ul style="list-style-type: none"> - Employment opportunities. - Local job market. - Community need. |
| Skilled Sales & Service Occupations (NOC 62) | 400 | <ul style="list-style-type: none"> - New state of the art facilities: The St. Clair Centre for the Arts, MediaPlex, Truck and Coach Building. - Own and operate a downtown, waterfront banquet facility. |
| Middle & Other Management Occupations (NOC 01-09) | 400 | <ul style="list-style-type: none"> - Employment opportunities/local job market. - Respond to labor-market needs to serve local economy. - Participation in community development. |
| Professional Occupations in Health (NOC 31) | 350 | <ul style="list-style-type: none"> - New state of the art facilities: Centre for Applied Health Sciences (CAHS) and the Mary Uniac Health Sciences building. - Partnered with Schlegel Villages to build a long term care facility which includes research opportunities with the University of Waterloo Schlegel Institute for Research. - Builds on historical reputation for excellence in clinical education. - Well-established strength within the institution. - Have up-to-date academic equipment. - Establishment of strong community partnerships with local hospitals and health organizations. |
| Clerical Occupations (NOC 14) | 300 | <ul style="list-style-type: none"> - Employment opportunities/local job market. - Community need. |
| Technical & Skilled Occupations in Art, Culture, Recreation & Sport (NOC 52) | 300 | <ul style="list-style-type: none"> - Numerous new state of the art facilities: The St. Clair Centre for the Arts, MediaPlex, HealthPlex, SportsPlex and Fashion Design studios. - Own and operate two 1,200 seat theatres to support academic programs. - Have up-to-date academic equipment. - Participate in cultural and recreational development for the Windsor-Essex, Chatham-Kent communities. - To support social and economic development of extreme SW Ontario. - Establishment of strong community partnerships with the City of Chatham, Kent, YMCA. |

Table B2. Proposed Areas of Program Strength

| Program Area | Total FT Headcount (2016 -17) | Total FT Headcount % (2016-17) | Planned New or Expanded Programs (including credential level) | Rationale |
|---|-------------------------------|--------------------------------|---|--|
| Technical & Skilled Occupations in Health (NOC 32) | 2,600 | 28.8% | Diploma - Therapeutic Recreation | - Community partnerships, new HealthPlex and SportsPlex, leverage OTA/PTA and Gerontology expertise. |
| | | | Advanced Diploma - Biomedical Technology* | - Critical to development of advanced manufacturing in the region, partnerships with hospitals and universities. |
| Technical Occupations Related to Natural & Applied Sciences (NOC 22) | 1000 | 11.1% | Diploma - Greenhouse Technician | - Local industry demand with highest acreage of greenhouses in Canada. |
| | | | Advanced Diploma - Freight Forwarding & Logistics - Mobile Applications Development* | - Local industry demand as the Windsor-Detroit border is the busiest commercial border in North America. - Student and industry demand, leverage existing facilities and expertise. |
| | | | Degree - Interior Design - Business Technology Management | - Entry to practice for Interior Design is the bachelor credential. - New field combining business with technology and analytics. |
| | | | Graduate Certificate - Business Leadership Bridge to Graduate Studies* | - Student pathway. - Local university partnership. |
| Skilled Sales and Service Occupations (NOC 62) | 500 | 5.5% | Diploma - Social Service Worker - Baking and Pastry Arts Management* | - Fourth most diverse city in Canada, compliments Gerontology and CYW. - Partnership with OMAFRA to diversify Chatham. |
| | | | Degree - Early Childhood Leadership - Child and Youth Worker - Paralegal | - Entry to practice change. - Pathway for students. - Accrediting body. |
| Professional Occupations in Health (NOC 31) | 450 | 4.9% | Diploma - Trauma Management - Hearing Instrumentation Specialist | - Compliments strengths in CYW and Gerontology. - Aging population. |
| | | | Advanced Diploma - Renal Dialysis Technician - Massage Therapy | - Highest rate of kidney dysfunction in province. - Aging population, industrial injury. |
| | | | Degree - Registered Nurse - Health Management | - Highest intakes of RN students west of Toronto. - Professional development for health science practitioners and also for personnel to manage regional concentration of long-term care facilities. |
| | | | Graduate Certificate - Communicative Disorders | - Highest autism rate in province together with aging population with strokes. |
| Technical & Skilled Occupations in Art, Culture, Recreation & Sport (NOC52) | 400 | 4.4% | Diploma - Viticulture & Enology | - Industry demand from second largest wine region in Ontario. |
| | | | Degree - Athletic Therapy and Exercise Science - Sports Management | - Leverages SportsPlex, HealthPlex and golf course and OTA/PTA expertise. - Only College outside of Toronto with 4 professional sports teams within 10 km. |

***Bolded** items are currently waiting either MTCU approval or funding level.