



**Niagara
College
Canada**

APPLIED DREAMS.

ANNUAL REPORT

2017-2018

niagaracollege.ca

JULY 2018



CONTENTS

- | | |
|--|---|
| 4 Message from the Chair of the Board | 15 Institution Foundation: Collaborative and Resourceful |
| 6 Message from the College President | |
| 8 College Accomplishments | 16 Workforce Development and Community Programs |
| 9 Strategic Direction One: Culturally and Globally Engaged | 21 Student Success in a Safe and Supportive Learning Environment |
| 12 Strategic Direction Two: Experientially Focused | 25 Vision, Mission and Values |
| 13 Strategic Direction Three: Creative, Innovative and Entrepreneurial Thinking | 26 Report on 2017-2018 College Goals |
| | 31 Audited Consolidated Financial Statements |





John F.T. Scott

**Chair, Niagara College
Board of Governors**

MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS

I am pleased to present Niagara College's 2017-18 Annual Report.

Building on a legacy of achievement, this has proven to be another exceptional year for our College. Our commitment is to provide opportunities to our students through the offering of over 100 programs of studies, which anticipate demand in critical economic sectors. Our commitment was enhanced as we moved forward with unique and acclaimed programming in such emerging areas as Commercial Cannabis Production and Green Automotive Technology. Niagara College is recognized in supporting the success of employers through the leading edge skills of our graduates.

The community has embraced the growth and development of the College through generous financial contributions, the welcoming of our students from over 90 countries and participation in college events. We are proud to reflect the values of the Niagara region as we provide a rich and rewarding learning environment to our student population.

It has been a very busy year for the Board of Governors. Serving on a Board such as Niagara College takes many hours of volunteer time and we are privileged to have so many accomplished people willing to devote their skills to our complementary team. Collectively, we have determined that one of the reasons we are so committed is the gradual infusion in each one of us of a very special Niagara College DNA!

It is my distinct privilege to serve as Chair of the Board of Governors for Niagara College. I look forward to another year of working with an exceptional team of faculty and staff as we continue to build on the excellence of Niagara College.

Niagara College is proud to recognize its 2017/2018 Board of Governors. We would like to thank these individuals who dedicate their time in leading Niagara College. They help our students achieve their dreams with unparalleled experience and satisfaction.



John F.T. Scott (Chair)
Chair of the Canadian Agri-Food Policy Institute



Del Rollo (Vice-Chair)
Senior Director, Industry Relations and Estates Arterra Wines Canada



Vineet Bhatia
Student Representative
Niagara College



Lynn Calder
Support Staff Representative
Niagara College



Paul Charette
Chair
Bird Construction Inc.



Bill Crumm
Administrative Representative
Niagara College



Giacomo Folinazzo
Academic Staff Representative
Niagara College



Carolyn Hurst
President
Westcott Vineyards



Dr. Suzanne Johnston
President
Niagara Health



Tom MacDonald
Former Diplomat
Government of Canada



Caroline Mann
Vice President of Finance
Haver & Boecker Canada



Dr. Dan Patterson
President
Niagara College



Blair Pollard
Senior Vice President
Human Resources
TJX Canada



Keith Simmonds
Vice President -
General Manager
Great Wolf
Lodge, Niagara Falls



Wade Stayzer
Senior Vice President
& Chief Member
Experience Officer
Meridian Credit Union



Mary Turner
Retired, President & CEO
Canadian Tire Bank



Wendy Wing
Senior Vice-President
of Finance
and Administration
Rankin Construction, Inc.



Dan Patterson, PhD
President

MESSAGE FROM THE PRESIDENT

I am pleased to provide the 2017-2018 Annual Report for Niagara College Canada highlighting some of the key achievements over the past year.

2017-18 was the first year of our current 5-year Strategic Plan (2017-2021) with its key drivers of being Globally Engaged, Innovational Driven and Experientially Focused in a Collaborative & Resourceful environment. Underlying the success of our students is the ability to be pre-emptive or striving to be ahead of the curve in anticipating emerging job skills, employer requirements and offering state-of-art teaching and learning techniques and technology.

Beyond our numerous successes, reflecting on the past year would not be complete without acknowledging the challenges we experienced last fall during the five-week faculty strike. Since then, I have been proud of the way our college community has come together. They have done extraordinary work to support our students in the completion of the fall and winter semesters which were impacted by the faculty strike. Our unwavering, collective dedication to our students which, I believe, unifies us as a College, is among our greatest strengths.

This past year has also demonstrated the fast-paced environment of the post-secondary education sector. It is crucial that Niagara College has a strong relationship with business, government and community leaders so it can anticipate the needs of the businesses and students. Niagara College staff are key to these relationships and I am proud of our staff's participation in local, provincial, national and international organizations.

I would also like to thank the Board of Governors for its commitment to support Niagara College and striving to make us even better. Beyond its leadership at committee and Board meetings, governors have participated in many events over the past year and have linked Niagara College to opportunities and meetings with business, government and community leaders. The Board's commitment, leadership and guidance during the past year is much appreciated.

This year's report is just a summary of the great things happening here in Niagara and internationally.

Some highlights of our significant accomplishments in 2017-18 include:

- › The announcement of the Commercial Cannabis Production program, Canada's first postsecondary credential in the production of commercial cannabis. The one-year program will train students with the skills to work in the highly-regulated and emerging cannabis cultivation industry.
- › Nick Conlan, International Commerce student, winning first place at the X-Culture Global Symposium in Washington, DC. Nick and his team competed among 50 competitors from 21 countries for the win.
- › Colleges and Institutes Canada awarding the Gold Medal for Leadership Excellence for Faculty to Holly Catalfamo, a professor in the School of Business & Management Studies and a Silver Medal to Niagara College Applied Research & Innovation for Excellence in Applied Research & Innovation.
- › Visit by Prime Minister Justin Trudeau to our Wine Visitor & Education Centre where he witnessed Niagara College's important role in supporting key industry sectors in our region, across Ontario and Canada, including Niagara's world-renowned grape and wine industry.
- › Niagara College receiving the Champion for Children award by the Boys and Girls Club of Niagara for the long-standing relationship of College staff and students working with the organization.
- › Achieving an operating surplus of \$13.95 million through responsible financial management which will result in funding of quality education initiatives, technology and facilities.
- › Successful completion of our Achieving Dreams fundraising campaign of \$11.45 million surpassing our \$7 million community goal.
- › First Canadian Post-Secondary Institution to be designated as an Audubon International Cooperative Sanctuary.
- › Celebrating the 50th anniversary of Niagara College with events to welcome back alumni, past Board members, employees and three past College presidents.
- › Receiving the highest result in its College Quality Assurance Audit process (CQAAP) by meeting all six quality assurance standards.
- › Working with GE as they prepare to open its Brilliant Factory in Welland. Niagara College hosted a Supplier Day Event at our Welland Campus along with providing specialized technical and manufacturing training for its employees; and
- › Vice President of Academic and Learner Services, Steve Hudson, named to the provincial government's College Task Force, with a mandate to develop a forward-looking plan that supports the delivery of high-quality career-focused postsecondary education and training through Ontario's publicly assisted colleges. He is the only Vice President Academic on the Task Force.

2017-2018

COLLEGE ACCOMPLISHMENTS

NIAGARA COLLEGE STAFF AND STUDENTS undertake numerous activities and achieve success and recognition within the College, provincially, nationally and internationally. Highlights are outlined below under the headings of Niagara College's 2017-2021 Strategic Plan: Culturally and Globally Engaged; Experientially Focused; Creative, Innovative and Entrepreneurial Thinking, Institutional Foundation: Collaborative and Resourceful. A final section is dedicated to the overall focus of student success in a safe and supportive learning environment.



Strategic Direction One: Culturally and Globally Engaged

Be World Ready

During the 2017-18 academic year, Niagara College continued to expand the breadth of cultural and global engagement programming available to NC students, faculty, and staff through the growth of global academic and institutional partnerships and diversification of destinations for Be World Ready activities. Close to 350 students were involved in experiences that supported the development of their intercultural competencies, cultural intelligence, and international career readiness.

Niagara College now has over 20 exchange partners in Costa Rica, Japan, Ireland, South Korea, Brazil, Barbados, Dominican Republic, Ecuador, Germany, Italy, Jamaica, Peru, and Spain.

Highlights of the 2017-18 year include:

- › 210 students and 28 staff/faculty travelled abroad on short-term International Field Studies;
- › Over 70 students travelled abroad as NC Ambassadors to multiple international conferences, work abroad, international events, volunteer abroad, and symposia;
- › Approximately 60 students gained international experience through Be World Ready activities, including work experiences with partner universities overseas.

Niagara College Kingdom of Saudi Arabia (NC KSA)

Operations

2017-18 saw a total enrolment of 2,800 students at our two male campuses in Makkah and Taif and our two female campuses in Al Ahsa and Al Majma'ah.

Since our inception, all NC KSA campuses have offered the comprehensive foundation year program of English, mathematics, and communications, followed by post-secondary programming in business management. Over the past year, we have diversified our program offerings with a focus on ensuring experiential learning opportunities that provide pathways for Saudi youth to careers in their chosen fields. In response to industry demand and employer consultation, we now also offer studies in Information Technology, Occupational Health and Safety, Graphic Design, and Event Operations and Planning.

In addition to our post-secondary offerings, NC KSA delivered a six-month program to 900 students for the Saudi Ministry of Health at three of our campuses, focused on advanced English language, medical terminology, and patient care skills and service. NC KSA was also selected as one of three international education providers to deliver the Kingdom's first driver training course for women at our Al Ahsa campus.

HIGHLIGHTS

Close to **350**
Be World Ready
student participants

2,800 students enrolled
at NC KSA campuses

HIGHLIGHTS

3,658 International full-time students at NC campuses

43% increase in international enrolment

Holly Catalfamo receives **CICan gold medal** for Leadership Excellence

CICan Silver medal for Applied Research & Innovation

Canada 150 award for **student satisfaction**

Multiple medals and awards for NC Teaching Brewery and Winery

New staff and programming for **Indigenous Education**

Green Technology Automotive Lab opens

International Expansion

International enrolment at our campuses in Niagara continued to increase through a diversified recruitment strategy, which resulted in 3,658 (full time equivalent) post-secondary international students from more than 92 countries studying in 104 programs across the college. This represents a 43% year over year increase in post-secondary international students. These international students enjoyed great academic success, achieving a graduation rate of 93%.

Additional international student enrolments have resulted in an increase of international student revenue to over \$60 million, an increase of \$20 million over last year.

National/International Recognition

This year saw numerous opportunities to showcase the amazing skills of our faculty, staff and students. Important recognitions this year include:

- › Holly Catalfamo, Professor in the School of Business & Management Studies and Human Resources Program Coordinator, received the Gold Medal for Leadership Excellence for Faculty from Colleges and Institutes Canada. The award (highest level in this category) recognizes an individual or a team who has exhibited consistent excellence in teaching and has had a significant impact on the personal and academic growth of students;
- › Colleges and Institutes Canada also awarded Niagara College with a Silver Medal for Applied Research and Innovative Excellence – the highest level of the award granted to any Ontario college in this category – for its impact on industry, students, faculty and the applied research ecosystem of colleges across Canada;
- › Niagara College was recognized with a Canada 150 Award from Niagara Centre Member of Parliament Vance Badawey. Niagara College was applauded for its leadership in applied education and training, and for its history of consistently ranking among Ontario's top colleges for student satisfaction;

- › Two bronze medals were awarded to students in the Brewmaster and Brewery Operations Management program at the United States Open Beer Championships for the Teaching Brewery's Beer 101 Bitter and Beer 101 Strong;
- › A gold medal at the United States Open Cider Championship for Niagara College's Cider 101 line beating out over 240 total entries from across North America. In addition, Niagara College's 2013 Prodigy Icewine was awarded 'Best in Show' at the 95th Royal Agricultural Winter Fair Wine Competition;
- › Associate Vice President of Research & Innovation, Dr. Marc Nantel was appointed as the Chair of Colleges and Institutes Canada's (CICan) National Research Advisory Committee. Earlier in the year, Dr. Nantel presented to the House of Commons Standing Committee on Industry, Science and Technology, as a witness for their study on intellectual property.

Indigenous Education

In support of Niagara College's Strategic Plan objective to promote an inclusive learning environment that better reflects the diverse needs of learners, Indigenous Education at Niagara College welcomed new staff and programs including:

- › A full time Indigenous Student Success Leader was hired to coordinate Indigenous student recruitment, engagement and retention initiatives.
- › The launch of an Indigenous Learning Circle for College staff to explore the perspectives and experiences of indigenous students at Niagara College through conversations and readings; and
- › Niagara College and the Niagara Peninsula Aboriginal Area Management Board (NPAAMB) partnered to deliver the "Journey to Success" programs, which provide education and on-the-job training to Indigenous youth. Two 14-week programs are being offered; one in Hospitality and Tourism and one in Applied Health. The program consists of in class learning and experiential learning activities where the students will also gain a better understanding of themselves, the Hospitality and Health industry, and their own culture.

Learning Enterprises/Unique Learning Environments Green Technology Automotive Lab

The Green Technology Automotive Lab was officially opened in April. It is a 3,600 square-foot addition to the Rankin Technology Centre at the Welland Campus which houses electric vehicle charging stations, hybrid and electric motor diagnostic and simulation tools, and several donated hybrid and fully electric vehicles.

The lab also features tools and equipment to help students explore the future of ethanol, propane, diesel and other alternative fuel technologies, as well as autonomous, self-parking and collision-avoidance technologies. The Green Technology Automotive Lab will serve as a hub for research activities into the future of automotive technology, working in concert with NC's Research and Innovation division.

Virtual Dementia Training

The 2017-18 academic year saw over 800 successfully trained students from ten programs in the Virtual Dementia Tour. The intent of this interactive program is to spread awareness of the impact that dementia has on the daily lives of seniors, allowing participants to experience it for themselves. Donning a specialized headset, eyeglasses, shoe inserts and two sets of gloves, students attempt to complete simple tasks such as folding towels, setting the table, matching six pairs of socks, etc.

Training at Base Borden with Hamilton Police Services

Advanced Law Enforcement & Investigations students joined the Hamilton Police Services Crowd Management Team at Base Borden in early October for a joint training day. NC students assisted the Hamilton Police Services Crowd Management Team by taking on the role of angry protestors and participated in scripted displays of civil disobedience. The day-long event was a great applied learning tool and exposed the students to a rare glimpse of police tactical strategies.

Enrolment Services

Niagara College welcomed its largest ever intake of first-year and international students for the fall term, with more than 5,200 first-year students arriving at the College in September, including 1,500 new international postsecondary and English as a Second Language students, and over 10,000 total postsecondary students.

Enrolment Services was extremely busy in the fall supporting students during and following the faculty strike, assisting with withdrawals, restarts, and financial aid. Despite the strike, January saw one of the most successful intakes and the largest winter intake in Niagara College history with over 1,800 students starting, and also one of the lowest number of withdrawals through the first 10 days in recent history.

HIGHLIGHTS

Over **800** students trained in Virtual Dementia tour

Justice students get applied training at **Base Borden**

5,200 largest ever first-year student intake

1,800 student January intake

HIGHLIGHTS

306 students nominated for LEAD program

KickSTART attendance nearly doubled over previous year

Co-curricular Record sees 14,837 hours of volunteer activity

CICE program sees intake rise from 10 to 45 students in 2018

Strategic Direction Two: Experientially Focused

Student Leadership

The Leadership Exploration and Development Program (LEAD) continues to grow and support the leadership and development of students on campus. A total 306 students were nominated, up from 245 students last year.

A new multi-level approach to the program was implemented, resulting in the following student-based program improvements:

- › Online offerings to accommodate student schedules
- › Student now progress through levels of leadership (bronze, silver and gold) over the course of their time at Niagara College, rather than repeating the same program
- › Workshops and experiential learning opportunities: conference attendance, community events/fundraisers/guest speakers and campus-based leadership roles

KickSTART

KickSTART is a one-day pre-Orientation program designed to assist students in their transition to Niagara College. Students and their supporters spend the day getting familiarized with the NC campuses, student services staff, and navigating NC systems such as Blackboard. Most importantly, students get a chance to meet other students in their program and make connections before the first day of class.

Now in its fourth year of operation, 2017-18 saw over 280 students attend the program, almost double the amount from its first offering in 2014.

Co-curricular Record

During the 2017-18 academic year, NC students completed 14,837 hours of volunteer work or participated in other activities outside the classroom, 696 events were held on and off campus for students to participate in and students self-reported 3003 experiences. Examples include: the Canadian Red Cross, Heartland Forest, Ice Wine Festival and Heart and Stroke Foundation.

Community Integration through Co-operative Education (CICE)

The Community Integration through Co-operative Education (CICE) program has 45 students up from the initial intake in January 2017 of 10 students. Since then, the CICE program has grown rapidly and now has 45 students and is waitlisted for each of the three intakes per year. We were proud to celebrate our first CICE graduates in June 2018.

The CICE program is designed for students with developmental delays or significant learning challenges. Previously, there was no formal education for these students after secondary school in the Niagara Region. School boards, community agencies, parents and potential students have welcomed this opportunity to allow these students to experience college. Students attend core program classes, and also have an opportunity to join classes with other NC students. The program features various experiential learning opportunities through field placements, offering a comprehensive college experience and transition to employment or further education.

CICE student Brandon Robins' co-op placement was in the Niagara-on-the-Lake Library and Learning Commons where he assisted students in exploring the technologies available to them in the flexible learning environment. Brandon worked wonders with the 3D printer and was recognized with the Niagara College Volunteer and Leadership Awards for the Library and Learning Commons.

Strategic Direction Three: Creative, Innovative and Entrepreneurial Thinking

Applied Research

In 2017-18, Research & Innovation continued to be successful in bringing applied research funding and learning to Niagara College. The division's three main centres are:

- › the Agriculture and Environmental Technologies Innovation Centre (AETIC);
- › the Walker Advanced Manufacturing Innovation Centre (WAMIC); and
- › the Canadian Food & Wine Institute Innovation Centre (CFWI IC)

These centres are supported cross-disciplinarily by Business & Commercialization Solutions, and Digital Media & Web Solutions.

Niagara College continues to attract more and more research funding from \$5.34 million in 2014-15, to \$6.86M in 2017-18.

The Applied Research division has insured continuity of base funding for all three Centres through securing a Natural Sciences and Engineering Research Council (NSERC) Industrial Research Chair for College in Precision Agriculture & Environmental Technologies for AETIC (a \$1,000,000 contract renewed in 2017 for a 5-year term), and two NSERC Technology Access Centres for WAMIC and CFWI IC (each \$1,750,000 over 5 years).

In 2017-18, 207 companies accessed Research & Innovation services, on 241 research projects and technical services. Overall, 31 programs at Niagara College saw their students engaged in applied research for a total of 840 applied research student experiences. This represents the same number of programs accessing these applied research students, compared to last year, but a decline in the number of students, due in part to fewer course-based projects in the fall term, as a result of the faculty strike.

This past year saw several accomplishments and recognition for Niagara College's expanding applied research programs:

- › For the third year in a row, Niagara College ranked in the top 10 for funding of the Top 50 Research Colleges in Canada, being ranked #7 in Canada and #5 in Ontario.
- › In July 2017, the Walker Advanced Manufacturing Innovation Centre held its official grand opening, celebrating a year of innovation in its new state-of-the-art 15,000 sq. ft. building. The facility has been a hive of activity since opening its doors, due to the Technology Access Centre work, coupled with the major funding (\$7.3 M over two-and-a-half years, from FedDev Ontario) for the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI). SONAMI, led by NC on behalf of Sheridan College, Mohawk College, Niagara College, and McMaster University, brings in industry partners seeking to develop new products. In the spring of 2018, the network expanded, under NC's leadership, to include Lambton, Fanshawe and Conestoga Colleges;
- › The Agriculture & Environmental Technologies Innovation Centre was successful in securing \$700,000 from the Ontario Centres of Excellence (total project value \$2.3 M), to support the precision agriculture research program;
- › The Canadian Food & Wine Institute Innovation Centre expanded its services and equipment for Niagara's food and beverage innovators with the introduction of a centre manager, full-time researcher and dedicated technologist. It has also secured two major equipment grants from the Canada Foundation for Innovation and the Ontario Research Fund, to support the new Agri-food building labs with \$2.6M of new facilities and equipment;
- › The Research & Innovation Division also received \$190,000 in funding from Ontario Centres of Excellence (OCE) to support course-based projects, boosting both applied research capacity and student experiences;
- › Niagara College became a partner in the Ontario-based supercluster focused on driving collaboration between the tech and manufacturing sectors – using technologies like Big Data, intelligent machines and the “internet of things” – to scale-up production and improve efficiency.

HIGHLIGHTS

Nearly **\$7 million** funding attracted in 2017-18

207 Companies worked with Research and Innovation in 2017-18

Ranked #7 in research funding of Canadian Colleges

New staff and equipment at the Canadian Food & Wine Institute Innovation Centre

\$190,000 OCE funding for Course based research projects

Economic and Community Development (locally and provincially)

Niagara College continues to contribute to Niagara's economic and community development as it strengthens connections with industry, government, other postsecondary institutions and the Niagara community. From supporting Niagara's small and medium-sized businesses through applied research projects, to expanding its range of pre-emptive academic programming and experiential learning environments, to assisting non-profits in their fundraising and community support initiatives to producing highly skilled, world-ready graduates, Niagara College serves a unique and critical role in the economic prosperity and sustainability of Niagara. Examples include:

- › Working with the host committee of the 2021 Canada Summer Games to prepare for the games in Niagara.
- › Supporting the Region and local municipalities in their goal of a unified inter-municipal transit system.
- › Active partner in the planning and development of Niagara Region's Long Term Economic Master Plan.
- › Our Events Management students' Many Hands initiative fundraised \$16,800 for Community Care St. Catharines and Thorold and \$10,453 for Niagara College Student Administrative Council's (NCSAC) Nourishing Minds Program.
- › Our Broadcasting, Radio, Television and Film students produced an informational video for the Boys and Girls Club of Niagara.
- › Offering contract training for local employers such as a Critical Care Nursing Certificate for the Niagara Health System and technical training for employees at the new Brilliant Factory.
- › The College's annual United Way workplace campaign raised over \$35,000 for Niagara charities.

Advisory College Council

The 2017-18 Advisory College Council (ACC) reflected an infusion of new members with almost half of ACC members beginning their first term. This year, the ACC received an informative presentation on the Communications Department, part of the External Relations division, and the importance of internal communications in informing and engaging staff; and, how the department helps support change management within the college. A discussion which followed the presentation elicited positive feedback on the College's internal communications approach, and some helpful suggestions for increasing the reach of current communications tools.

An update on a proposed new approach regarding future employee climate surveys was received with enthusiasm and Council members provided additional insight into the survey process & outcomes based on their respective experiences. Council will be consulted on the new approach and content as the survey instrument is developed over the next year. A presentation on the new Sustainability Plan under development for the College generated great interest and suggestions for engaging the entire College community.

Institution Foundation: Collaborative and Resourceful

Important Campus Visits

Throughout the 2017-18 academic year, Niagara College hosted several significant dignitaries, elected officials and distinguished guests, including:

- › In August 2017, NC welcomed Prime Minister Justin Trudeau to the Wine Visitor & Education Centre at the Niagara-on-the-Lake Campus where he met students and staff, and learned about the wine making process from students and recent graduates of NC's Winery and Viticulture Technician program. During his visit, the Prime Minister commented that, "Having institutions like Niagara College developing capacity for individual Canadians, for young Canadians to develop the expertise that is going to be more and more necessary in the world of wine, is a very exciting thing."
- › In December 2017, senior officials from the Liquor Control Board of Ontario (LCBO), including President and CEO George Soleas, visited the Niagara-on-the-Lake Campus for a tour of the campus and to learn more about the college's Commercial Cannabis Production program as well as other programming offered through the Canadian Food & Wine Institute.
- › In February 2018, Senator Peter Harder visited the Niagara-on-the-Lake Campus to learn more about NC's Commercial Cannabis Production program. The program, launching in the fall of 2018, is Canada's first postsecondary program in the production of commercial cannabis. Senator Harder came away impressed, praising the college for the pre-emptive and innovative approach to hands-on learning that led to the creation of the program.
- › In March 2018, Parliamentary Secretary to the Minister of Finance Joël Lightbound, as well as Members of Parliament Vance Badawey (Niagara Centre) and Chris Bittle (St. Catharines), visited the Welland Campus to meet with five female students in NC's Welding, Motive Power, Carpentry and Renovation, and Pre-Apprenticeship programs to hear their unique experiences studying and working in trades traditionally dominated by men. Parliamentary Secretary Lightbound discussed the measures announced in the Federal Government's 2018 budget intended to encourage and support more women entering skilled trades.
- › Also in March 2018, Federal Minister of Small Business and Tourism, the Honourable Bardish Chagger hosted a roundtable discussion at the Niagara-on-the-Lake Campus surrounding Canada's tourism industry as well as a focused discussion around Niagara's wine tourism sector. Carolyn Hurst, President of Westcott Vineyards and Niagara College Governor, participated in the discussion, while Vivian Kinnaird, Dean of Business, Hospitality and Environment, moderated. Prior to the round table, Minister Chagger, Members of Parliament Vance Badawey (Niagara Centre) and Chris Bittle (St. Catharines) and other guests received a special tour of NC's Wine Visitor and Education Centre from second-year Winery and Viticulture Technician student Kalem Magny.
- › In April 2018, NC was fortunate to host the Board meeting of The Canadian Agri-Food Policy Institute (CAPI), followed by a discussion with NC officials and tour of the Niagara-on-the-Lake Campus and a lunch at Benchmark Restaurant. CAPI is the opportunity for agri-food leaders to come together, share insights and advance ideas on emerging issues facing this important sector.

VISITOR HIGHLIGHTS

Prime Minister Justin Trudeau visits the Niagara-on-the-Lake campus

LCBO representatives and Senator Peter Harder visit to learn more about the Commercial Cannabis Production program

HIGHLIGHTS

480 high school students enrolled in School-College-Work initiative

1,160 clients make use of Community Employment Services

Workforce Development and Community Programs

School College Work Initiative (SCWI)

The School College Work Initiative is a provincially-funded program that brings colleges and school boards together to provide opportunities for at-risk high school students to explore and transition into Ontario's public colleges. In 2017-18, 480 District School Board of Niagara and Niagara Catholic District School Board high school students participated.

New this year was the opportunity to participate in a provincial pilot – the Adult Dual Credit program. 16 adult learners pursuing their Ontario Secondary School Diploma participated.

Community Employment Services

Through our Church Street office in downtown St. Catharines, 1,160 unemployed registered clients received services and either found employment or entered re-training; 218 were college graduates; 240 employers received financial incentives to help offset costs of hiring and training; 120 youth (15-29) with barriers to employment received services and found work; 52 employers accessed Canada Ontario Jobs Grant to provide training to 290 existing employees.

Human Resources

Niagara College continues to have a strong workplace culture as demonstrated by our ability to meet our goals, objectives, and our high student satisfaction ratings.

Highlights for 2017-18 include:

- › The implementation of a new client-centered model to better meet the changing demands of the organization and to build capacity within the team to expand our programs and services.
- › The implementation of a new online absence management system that allows for greater ease in management of absence requests and attendance reporting.
- › Educational seminars offered through the Centre for Professional and Organizational Development on a wide variety of topics including software tutorials, Mental Health, Empathy, First Aid & CPR and Non Violent Crisis Intervention.
- › College staff participation in our keystone employee engagement events continues to be strong with over 250 attending Support Team Day, 550 attending Niagara Day, and 350 staff attending our Day of Reflection. This year's Day of Reflection was held on May 3rd and provided an opportunity to have college-wide engagement on student success, including sessions on mental health, Gen Z and panel discussions with international and indigenous students.

Centre for Academic Excellence

The Centre for Academic Excellence oversees the review of College programs and supporting faculty in helping them to enrich teaching and learning at Niagara College. Highlights from the past year include:

- › Niagara College achieving the highest designation that can be awarded by the Ontario College Quality Assurance Service (OCQAS) Management Board in the College Quality Assurance Audit process (CQAAP) final report.
- › Leading a team of collaborators from Georgian, Lambton and Algonquin in the development of a comprehensive set of open access modules to support work-integrated learning (WIL) preparedness among post-secondary students.
- › Partnering with the Centre for Pedagogical Innovation and the Faculty of Education at Brock University in a course design/new program development project in support of Brock's new Honours degree in Adult Education with a specialization in post-secondary educational studies.
- › Funding to develop a comprehensive set of open access, online modules to support post-secondary faculty, academic leaders, employers and community partners in developing, delivering and assessing experiential learning opportunities for students. Niagara College officials will work in partnership with Georgian College, Brock University and the Niagara Industrial Association.
- › Offering workshops and resources to faculty in areas including Course Design, Technology with Technology Why Students Resist Learning and Facilitating Group Work and Participation in Intercultural/Multicultural/Diverse Classrooms.

Financial Strength

As reflected in the audited financial statements, Niagara College achieved an operating surplus of \$13,954,096 as at March 31, 2018. The surplus of 7.9% is a result of the significant growth in International enrolment in 2017-2018 and responsible financial management.

In financial health, Niagara College continues to rank amongst the top tier of Ontario Colleges and is a leader amongst the medium-size colleges in Ontario. Niagara College has continued to meet and exceed all the provincial Financial Health Indicator benchmarks in fiscal 2017-2018. Our ability to invest in quality education initiatives is attributed to our history of responsible financial management, a strong cash balance and low debt costs as compared to the other colleges.

Preparing for the Future

The Office of Planning and Institutional Research (PaIR) provides data, information, and project management support to strategic and operational planning, government reporting, and external research. In 2017-18, PaIR additionally supported the College's strategic priorities and ongoing continuous quality assurance with the following key initiatives.

HIGHLIGHTS

NC receives highest designation by OCQAS

NC achieves a **\$13.9 million** operating surplus

NC continues to rank top tier among mid sized colleges in Ontario

HIGHLIGHTS

3,000 student services surveys completed

NC designated **Audubon Cooperative Sanctuary**

200 Students attended biodiversity monitoring program **BioBlitz**

Survey Research

This year witnessed a significant expansion in survey research to support the strategic plan objective of sustaining high value offerings based on applicant and student perceptions and experiences. New institutional surveys were developed collaboratively with associated service areas. Combined, over 3,000 surveys were completed by students on the topics including:

- › Start of Term Experiences
- › Informal and Social Learning Spaces
- › Cafeteria and Food Services
- › Student Living Accommodations

Information Technology Services (ITS)

The focus for ITS in 2017-18 centred on upgrades to the College's IT infrastructure to provide greater service enhancements for students and staff while implementing greater security features. Enhancement included:

- › Completion of Cyber Security Risk and Threat Assessment resulting in the development of a multi-year remediation plan
- › Joint-lead on initiative to share a Chief Information Security Officer with 7 other southern Ontario post-secondary institutions
- › Major wayfinding and employee contact directory upgrade
- › The introduction of Skype for Business and new video conferencing system
- › Student self-service enhancements, including on-line ordering of student cards
- › Account creation process redesign reduced process flow from more than 10 hours to just 15 minutes

Sustainability

The NC Office of Sustainability continues to strive to create programs and initiatives that provide students and the community with valuable experiential learning opportunities. Highlights in 2017-18 include:

Certified Audubon Cooperative Sanctuary Designation

Niagara College became the first postsecondary educational institution in Canada to be designated a Certified Audubon Cooperative Sanctuary. The College was commended for projects it has undertaken to enhance its wildlife habitat, achieve sensitive maintenance practices and inform people about its commitment to environmental quality;

Niagara College's Spring & Fall BioBlitzes

Niagara College's bi-annual BioBlitz brings together community species expert scientists to lead citizen scientists on hikes around the Niagara-on-the-Lake campus wetlands, with the common goal of identifying and cataloging the bugs, birds, amphibians, mammals, and plants that can be observed on campus. These events attract almost 200 students and community members annually, and have been integral in maintaining the college's comprehensive biodiversity inventory. This inventory helps to inform biodiversity monitoring programs on and off campus.

Energy Reduction

Niagara College continues to focus on energy reduction strategies both through operational changes as well as retrofit projects and capital investments.

During the 2017-18 fiscal year, over 8,000 light bulbs were retrofit to high efficiency LED, yielding a savings of over \$140,000/year and a reduction of over 1,000,000 kWh/year. This lighting retrofit project is ongoing and will continue over the next few years. Campus redevelopment projects include energy efficiency into the design including LED lights as well as the upgrade to new high efficient chillers and boilers at the Niagara-on-the-Lake Campus.

Our overall electricity and water consumption has decreased from 2016-17 by 1.4% and 6% respectively, despite increased square footage. The introduction of energy management and conservation efforts has mitigated the effects of increased square footage across campus and has had significant, positive impacts for Niagara College. The reduction in electricity on an intensity basis (kWh/ft²) is an 11% decrease from baseline year. The college continues to reduce its energy consumption through the design of our new and renovated spaces as well as efficiency retrofit projects.

Campus Redevelopment Projects

Campus Redevelopment at Niagara College is providing new and expanded facilities at the Welland and Niagara-on-the-Lake campuses to support growth, enhance the student experience, and expand Niagara College's research and innovation capabilities.

Almost 90% of these projects have been tendered and are either completed or in various stages of construction. The remaining projects are to be designed over the summer of 2018 with all projects scheduled for completion by 2019. The status of the tendered projects are as follows:

- › Niagara-on-the-Lake Canadian Food & Wine Institute's Expansion (Completed)
- › Niagara-on-the-Lake Student Services Renovations (Completed)
- › Niagara-on-the-Lake Fitness Center, Gymnasium and Innovation and Agri-Food Research (Completion expected in Summer 2018)
- › Niagara-on-the-Lake Campus Electrical upgrades (Completed)
- › Welland Allied Health Institute's Renovations (Completed)
- › Welland Academic Training Expansion (Completed)
- › Welland Student Commons (Completion expected in Summer of 2018) and Justice Studies Expansion (Completed)
- › Welland Campus Student and Administration Services Renovations (Completed)
- › Welland Campus Electrical Upgrades (Completed)
- › A new 9,000 sq. ft. Teaching Hair Salon in the Pavilion building at the Welland campus (Completed)

Remaining projects to be tendered are:

- › Niagara-on-the-Lake Site Servicing and Parking Lot Reconstruction
- › Niagara-on-the-Lake Lower Level, Library and Student Engagement Renovations
- › Welland Student Academic Services Renovations

CAMPUS RENOVATION HIGHLIGHTS

8,000 LED lightbulbs installed last year

\$140,000 energy savings

Electrical consumption reduced **1.4%**. Water consumption down **6%**

90% of redevelopment projects underway at both campuses

STAFF ACHIEVEMENTS

Carly Root

DSBN accolades for involvement in Technology Skills challenge

Celia Liu Award for Excellence in Hospitality awarded to **Craig Youdale**, Dean of CFWI

Academic Advisor **Alison Ryder** honoured with Canada150 award for involvement in leadership of youth in Niagara

Sarah Scott, Manager of Dining Operations, receives VQA Promoter Award for enthusiasm for VQA wines

Winemaker **Gavin Robertson** awarded Nuffield scholarship to study wine around the globe

Paramedic professor **Lindsay Prioriello** awarded Governor General exemplary service medal

Jamie Warren of the Indigenous Student Services department appointed director of CCPA board of directors

Staff Achievements

- › **Carly Root**, Events Coordinator for Student Recruitment, received special accolades from the District School Board of Niagara (DSBN), as the recipient of a DSBN Partner Award. Root received her award due to her involvement with the DSBN Technological Skills Challenge. The College hosted this year's event on February 28, welcoming more high school students from more than 17 schools in the region to both campuses for challenges that demonstrate their skills in everything from automotive tech, to computer coding and advanced manufacturing to hairstyling, to baking and culinary arts. Faculty and staff from across the College work alongside the DSBN to help administer the challenges and give the students a taste of real, hands-on experience in their chosen fields;
- › **Craig Youdale**, Dean of the College's Canadian Food and Wine Institute, was honoured at the Spirit of Niagara Awards dinner, with the Celia Liu Award for Excellence in Hospitality. This award is given to an individual, group or business that has demonstrated outstanding commitment to delivering excellence in hospitality, proven over multiple years, with a positive, unifying influence on various sectors of the community. The award is presented in remembrance of Celia Liu, who was one of Niagara-on-the-Lake's most highly regarded inn keepers and a driving force behind the region's recognition as a top wine and culinary destination;
- › Staff member **Alison Ryder** (Academic Advisor, School of Community Services) was honoured with a Canada 150 Award by Niagara Centre Member of Parliament Vance Badawey, for her leadership of youth in Niagara, both on and off-campus, particularly those who identify as lesbian, gay, bisexual, transgender, queer, and two-spirit (LGBTQ2). Ryder was acknowledged at a ceremony held in Port Colborne Sports Complex on February 18.
- › **Sarah Scott**, Manager of Dining Operations, was recognized with a Promoter Award from the Vintners' Quality Alliance (VQA) at their annual Expert Tastings event May 2. The awards recognize individuals who have consistently and enthusiastically raised the profile of VQA wines through education and promotion. Scott won the award in the Hospitality category, which highlights sommeliers, restaurateurs, wait staff, or

chefs who present Ontario VQA wines with knowledge and enthusiasm to the dining public;

- › Niagara College Winemaker **Gavin Robertson** was awarded one of the prestigious Nuffield Scholarships, a \$15,000 monetary award and the opportunity for 10 weeks of international travel. The purpose of the award is to help facilitate passionate winemakers in their search for solutions to challenges faced by Canada's developing grape and wine industry, by travelling to renowned wine regions around the globe and learning more about their processes and products;
- › Professor **Lindsay Prioriello** of the Primary Care Paramedic Program and Niagara College Alumni (1991) has been a Paramedic for the past 27 years and has made a career of helping people in their greatest time of need. At the Ontario Association of Paramedics Conference, Lindsay was applauded among the best of the best when she was awarded the Governor General's Exemplary Service Medal. She was among five paramedics from Niagara recognized for their service. Lindsay returned to NC as a faculty member in our Paramedic program in 2000.
- › **Jamie Warren**, Indigenous Student Counsellor, was recently appointed as the incoming Indigenous Director on Canadian Counselling and Psychotherapy Association's (CCPA) National Board of Directors.

Student Success in a Safe and Supportive Learning Environment

Student Achievements

Niagara College students and graduates continue to excel. Here are just some of the examples of our students' achievements from the past year:

- › Niagara College students showed their mastery of culinary arts as well as hairstyling at the 2018 Skills Ontario Competition. NC dominated the podium in the Culinary Arts competition, with second-year Culinary Management student **Quentin Petkovich** bringing home the gold medal for the second year in a row, and first-year student **Hunter Spicer** picking up bronze. Both students trained rigorously for the competition under the supervision of **Olaf Mertens**, chef professor with NC's Canadian Food & Wine Institute. Hairstyling student **Melissa Dolton** also won gold in the Hairstyling competition. This was the second gold in as many years for NC's Hairstyling program;
- › The Distinguished Restaurant of North America (DiRōNA) Award, one of the most prestigious awards for fine dining, named two Niagara College students as recipients of its 2017 DiRōNA scholarships. Recipients of the \$2,500 (USD) scholarships were **Alexis Currell-Therrien** (Honours Bachelor of Applied Business International Commerce and Global Development program) and **Helen Tabitha Lindsay** (Winery and Viticulture Technician program). Founded in 1990, DiRōNA was established to promote the fine dining industry and offer recognition to award winners across North America;
- › Event Management student **Kelly Burke** received a Student Leadership Award from Festivals and Events Ontario (FEO). The annual FEO Student Leadership Award recognizes an Ontario student with exceptional potential, passion and dedication who engages in an activity with the aim of bringing communities together for the purpose of celebration;
- › Student **Jason Pulver** of the Bachelor of Business Administration (Human Resources) program was among 90 athletes proudly representing the nation as part of Team Canada at the 2017 Invictus Games. The international sporting event features seven days of adapted sports competition for wounded, ill and injured serving members of the military as well as veterans. Pulver served as a military police corporal from 2005 to 2010 at Canadian Forces Base (CFB) Borden, CFB Esquimalt and CFB Kingston. An ankle injury and post-traumatic stress disorder led him to

retire from the Forces. He participated in shot put, discus and wheelchair basketball;

- › Greenhouse Technician student **Lorysa Crew** was selected for a Proven Winners Technical or Second-Year Postsecondary Institution Scholarship. Open to applicants from across North America, the scholarship program aims to support the future of the horticulture industry and young people interested in a career in the industry;
- › Business Administration (Marketing) student **Iris Lee**, who is also a research assistant with the College's Research and Innovation Team, was named recipient of the Gene Luczkiw Spirit of Enterprise scholarship at the 2018 Niagara Entrepreneur of the Year Awards ceremony. The Award provides \$1,000 to one or more students in Niagara who demonstrate the spirit of enterprise, and can be used toward textbooks or other material, tuition, or other resources needed to help the student succeed;
- › NC Game Development student **Wesley Ducharme**, was one of four winners of Ubisoft Toronto's NXT Showcase. Ducharme won the Programming competition, and will join Ubisoft Toronto for an apprenticeship this summer.

STUDENT ACHIEVEMENTS

3 students medal at 2018 Ontario Skills competition

DiRōNA awards prestigious award to 2 NC students

Kelly Burke receives student leadership award from FEO

Degree student **Jason Pulver** represents Team Canada at 2017 Invictus Games

Lorysa Crew wins horticulture industry scholarship open to all of North America

Research assistant **Iris Lee** recipient of Gene Luczkiw spirit of enterprise scholarship

Wesley Ducharme, Game Development student among winners at Ubisoft showcase

HIGHLIGHTS

Achieving Dreams campaign surpasses \$7 million goal raising **\$11.4 million**

Niagara College Governor **Paul Charette and wife Gerri** donate **\$250,000** for student bursary

Bench Brewery creates **\$30,000** scholarship for Brewery program

Student and Alumni Support

Achieving Dreams was publicly launched in April 2015 with a goal of raising \$7 million to support campus redevelopments, instructional equipment and learning resources to make students work ready, and scholarships, bursaries, study-work abroad and leadership development opportunities. At a special event on March 26 thanking those who have made significant contributions to the campaign, it was announced that Achieving Dreams far surpassed its goal of \$7 million, raising a total of \$11,450,791.

Thanks to 1,375 generous donors to the campaign, 788 new student scholarships and bursaries were created, and \$1.7 million of new instructional equipment was purchased to help provide students with the up-to-date equipment and support they need to excel in their studies.

The **Marotta Family**, owners of **Two Sisters Winery**, donated \$1 million to support the development of, and equipment and furnishings for a new agri-food innovation complex at the Niagara-on-the-Lake Campus. The 49,000 square foot four-story complex is scheduled for completion in fall 2018 and will significantly enhance the College's ability to support the growing competitiveness of Niagara's agri-business sector.

Niagara College governor **Paul Charette** and wife Gerri donated an additional \$250,000 to the endowed Bursary Fund they established at Niagara College in June 2016. The Paul and Gerri Charette Bursary Fund provides annual bursaries to students in our School of Technology.

With a \$30,000 donation to Niagara College, **Bench Brewing Company** announced its long-term partnership with the Niagara College Teaching Brewery to award three scholarships each year to outstanding graduates.

Health, Wellness and Accessibility

This past year, Niagara College has worked on increasing awareness, training, and resources for mental health, wellness and accessibility services by support from our professional counsellors, registered nurses, physicians, assistive technologist and learning strategist. A new mental health nurse was hired to help address the increasing demand for services. In addition, the keep.meSAFE Program was promoted, which provides mental health support 24/7 for our International student population.

An LGBTQ2S Focus Group was held with staff and students to discuss ways to create a safe and inclusive environment for all students by promoting tolerance, expanding visibility, creating safe spaces around campus, and implementing more awareness-building on campus.

Niagara College continued in its commitment to workplace wellness with an additional 40 managers receiving certification from Queen's University in Workplace Mental Health.

Sexual Assault Practice and Protocol

In 2017-18, under the coordination of Niagara College's Student Rights & Responsibilities Officer, additional programs, services and training were offered to Niagara College staff and students to prevent and response to sexual violence including:

- › The development of a new "Consent is Key" video, website and reporting options through the College's safety app.
- › The [Consent is Key](#) website is designed to make it easier for individuals impacted by sexual violence to seek help and access the resources they feel would work best for them. The website also encourages students to participate in college initiatives that align with the campaign.
- › The [Consent is Key](#) video features Niagara College students and staff conveying a message of empowerment and highlighting the importance of the entire College community's role in preventing sexual violence.
- › Comprehensive sexual violence training was provided to the Student Administrative Council, Orientation Leaders, Residence Advisors and Domestic & International Academic Advisors.
- › The College's mobile safety app has also been upgraded making it possible for students to file sexual violence complaints directly through the app.

In addition, over 2,000 Niagara College students completed the Ministry of Advanced Education and Skills Development inaugural Student Voices on Sexual Violence (SVSV) Survey in March, resulting in one of the highest response rates in the College system. Survey results will assist in assessing current services and the future development and planning.

Academic Advising

Group Summer Academic Advising Sessions

In addition to presenting at KickSTART in July and August of 2017, the academic advising team hosted for a second year, specific summer group academic advising sessions. 1,705 incoming year 1 students attended a session that was led by an Academic Advisor specific to the academic school they were entering. This was an increase of 866 students from our pilot.

Each Academic Advisor was actively involved in the sessions either leading or in support of their colleagues. The sessions provided students with comprehensive information regarding academic rules, requirements (program of instruction) as well as various tips and detailed academic support programming resources specific to their program of study. Relationship building and ensuring that students were familiar and comfortable with their Academic Advisors was also a key focus to the sessions.

Early Alert System

The Early Alert System allows the Academic Advisement team to identify and prioritize students at greatest risk and reach out to those students early in the fall term to offer support. During the first two weeks of the Fall 2017 academic term, 3,603 or 74% of first term students completed the Students Strengths Inventory (SSI).

HIGHLIGHTS

Consent is Key video and website redeveloped

2,000 complete sexual violence survey

1,705 first year students attend KickSTART sessions

Early Alert system sees 3,603 SSI student participants

HIGHLIGHTS

6,500 peer tutoring hours amongst 713 tutor/learner connections

Learning Portal wins special achievement award

112 Respect Campaign ambassadors on campus

28 emergency blue light phones installed at both campuses

Athletics and Recreation sees **10% increase** in student body participation in programs

5 student-athletes named to **CCAA Academic All-Canadian**

Varsity win 60% of games. Winnigest season in NC history

4 CCAA medals, **37** CCAA national scholars and **21** CCAA year-end awards

Student Services

Peer Tutoring

In the fall/winter terms, a total of 713 matches (tutor with learner) were made for an approximate total number of tutoring hours of 6,500. In addition to the one-on-one peer mentoring program, the Library and Learning Commons piloted group peer tutoring sessions to help support student academic success. The group sessions provide a constant support system for studying, test preparation, and general questions.

The Learning Portal

The Learning Portal won the Ontario College and University Library Association for Special Achievement in February 2018. The Learning Portal was collaboratively built by the Ontario College Libraries and is an outstanding open resource that offers help to any Ontario college student in the areas of research, digital citizenship, writing and study skills.

The Respect Campaign

The Respect Campaign is a new campus initiative, which had 112 student ambassadors promote, talk and spread awareness on a range of topics throughout the year with an emphasis on kindness, inclusion, diversity and equality.

Campus Safety

In 2017, Campus Safety supported College operations by conducting patrols, responding to medical, general assistance and emergency calls and monitoring life safety systems.

Twenty-eight emergency blue light phones have been installed in buildings located at the Niagara-on-the-Lake and Welland Campuses. Security camera coverage provides additional surveillance in vulnerable areas and external grounds. These cameras continue to serve as a vital tool in providing safety and resolving incidents.

Athletics

Athletics and Recreation exceeded the College Performance Indicator of 10% of the student body participating in recreation offerings by engaging 21.5% of the student population in intramural, fitness and varsity programming. In total, over 50% of the student population utilized our athletic facilities during the 2017-18 academic year.

Our student-athletes thrived again this past season, with five student athletes named Canadian Collegiate Athletic Association (CCAA) Academic All-Canadians. Our varsity programs won more than 60% of games played, representing the winningest season in Niagara Knights history.

Our teams brought home four Ontario Colleges Athletic Association (OCAA) medals, including a gold medal in women's curling, silver medal in women's volleyball, bronze medal in men's curling, and Division II gold medal in men's golf. All nine Niagara Knights teams qualified for the post-season, with eight of the nine programs advancing to OCAA championship tournaments.

A total of 37 student-athletes earned CCAA National Scholar awards, and a record 21 members of our nine varsity programs earned OCAA year-end awards.



VISION

Enriching lives and fulfilling dreams.

MISSION

To provide outstanding applied education
and training for a changing world.

VALUES

Student Focused
Locally and Globally Connected
Respectful and Inclusive
Committed to Excellence
Innovative

2017-2018

REPORT ON COLLEGE GOALS

A. Annual Operational Goals	
Annual Goals	Commentary on Final Result
Update multi-year enrolment plan, identifying capacity opportunities and overall constraints	• Targets through to 2021 are to sustain domestic enrolment at the current levels to remain within the current funding corridor. • Controlled international growth of 10% per year will be effectively managed to ensure enrolment remains within the agreed upon capacity.
Diversify offshore training and consulting activities	• NC was the only Canadian College partner selected in a joint proposal with Colleges and Institutes Canada (CICan) to support developing Training Centres of Excellence in Kenya. • Agreement signed with the University of Suwon (South Korea) to launch a Niagara College delivery centre for English as a Second Language. • Joint program successfully launched with Wuchang University of Technology (China), designed to have students study two years at WUT and then complete their diploma in Hospitality Management at Niagara College. • Secured a new capability building and technical assistance project in Chile as part of the Pacific Alliance Partnership. The new engagement enables NC to deepen its market position in Chile across the project implementation, contract training and student recruitment verticals. • Submitted a competitive proposal to the Caribbean Development Bank to execute an institutional assessment of the T.A. Marryshow Community College in Grenada. The submission represents NC's first ever invitation by an International Financial Institution to procure NC services, based on the College's global consulting and capability building experience. • Developing proposals in Colombia supporting the national peace and reconciliation process, leveraging NC's deep experience in the Americas supporting local economic growth through education and training. • Submitted direct proposal to Global Affairs Canada to support development of entrepreneurial skills for women, delivering Hospitality & Tourism training and delivering sustainable and organic agricultural best practices in Uganda. • Continue to establish NC's presence with the Caribbean Development Bank through submission of preliminary proposals focusing on Gender and Social Inclusion and TVET reform in Guyana, St. Vincent & the Grenadines and Belize.
Update program review framework in alignment with the new strategic plan and carry out planned reviews for 2017-2018 against the new framework	• Due to the faculty strike, program reviews were deferred this year. However, a program review was completed for the Environmental Management & Assessment program in April. The Assessors' Report is forthcoming with the findings will be presented at the September 2018 Board meeting. • 12 program reviews are scheduled for 2018-19.
Implement a renewed staff engagement assessment tool and methodology	• A project charter and plan is being drafted and will be completed by June. • Planning for the next Staff Engagement Survey to be conducted in February 2019.

Complete scheduled capital projects	• Most capital projects are on track and the following projects have been completed in the 2017-18 fiscal year: ○ Pavilion Renewal (Hair Styling) ○ V101 Studio One Renewal (Film Studies) ○ Indigenous Garden ○ 50th Anniversary Tree Plantings ○ Green Tech Laboratory Addition ○ Welland Campus Prayer Room Renewal ○ Academic Fitness Laboratory Addition ○ Yerich Auditorium Renewal ○ Secord Lecture Hall Renewal ○ Simcoe S212 Flexible Classroom Renewal ○ Simcoe Justice Laboratory and Academic Classroom addition ○ Welland Campus Student Enrolment and Student Engagement renovation ○ Welland and Niagara-on-the-Lake Electrical upgrades • The Commercial Cannabis Production Program laboratory is on site and in the final phases of fit up by programming. We have deferred some aspects of the Net Carbon Zero building reductions (i.e. geothermal) until adequate infrastructure is available. The regulated needs for the surveillance of the cannabis growing operations, a key component to the experiential aspect of the curriculum, have been identified and implementation is under development. The project is on track for summer completion and will be ready for Fall 2018 intake. • The Teaching Distillery project is on track and is scheduled to be completed in the Summer of 2018. • The remaining Campus Redevelopment projects are progressing satisfactorily and the program is within the overall budget. The Welland Campus Student commons and Niagara-on-the-Lake Fitness Agri-business projects have been delayed but are still projected to be completed over the Summer of 2018. The delays do not effect funding or impact the main calendar year. • Digital upgrades in progress across both campuses during summer 2018 on 50+ classrooms and renewal on scheduled computer labs
Completion of the Achieving Dreams Campaign	• Achieving Dreams raised a total of \$11,450,791 (Goal was \$7 million). • Through the campaign, 788 new student scholarships and bursaries were created. • The campaign provided \$1.6 million for new instructional equipment, ensuring students have access to industry-current tools and technologies. • Donations have helped fund 203,000 square feet of new and renovated learning spaces as part of Niagara College's \$64 million Campus Redevelopment project.
Strengthen security on data (Cyber security review)	• The Cyber security review was completed by MNP at end of March 2018. • 4 reports delivered to College with many recommendations and results. • All penetration test results remediated. • Detailed remediation plans in development closely following MNP remediation steps. • Multi-factor authentication implemented for email, enterprise resource planning (ERP) and file sharing. • New policy development underway to respond to recommendations. • Continuing with 2 year joint shared ORION CISO (Chief Information Security Officer) with 7 other southern Ontario post-secondary institutions.

B. College/Brand Performance Indicators (CPI)			
2017-2021 CPIs	Strategic Result (2017-2021)	Annual Result	Commentary on Final Result
1. % Programs with work integrated learning (co-op, applied research, work placements, etc.)	100%	75%	75.0% (72/96 as of May 2018) <i>For consistency with SMA, 1-yr General Arts & Science certificates, pre-programs, and international certificates are not included.</i>
2. # Applied Research Projects (industry engagement), Research \$	200 projects, \$10 million	241 projects, \$6.85 million	241 Applied Research Projects to date: 50 course-based projects 50 funded projects 141 technical services - Research \$: \$6,858,120 to date
3. College Retention (% students Term 1 to Term 2)	90%	83.8%	83.8% cohort retention
4. Student satisfaction with facilities/services	80%	N/A	Results for 2017-18 are expected to be released by MAESD at the end of June
5. Student Diversity - out of region (domestic and international)	50% out of region	52.3% out of region	52.3% out of region (27.8% International and 24.5% domestic out of region) based on total enrolments 10,073 (FT PSEC programming, excluding English as a Second Language)
6. Balanced Budget	1% surplus	7.9%	- As at March 31, 2018 the financial position of the College is an operating surplus of \$13,954,096 (7.9%). - Niagara College has continued to meet and exceed all the Provincial Financial Health Indicator benchmarks in fiscal 2017/2018.
7. % students accessing international study/work travel opportunities	10% of domestic student	6%	- Over 300 NC students traveled abroad with the support of the Be World Ready program this academic year. The majority of students traveled abroad under our International Field Studies (IFS) offers, with the remaining students participating in work abroad opportunities, semester exchanges, NC ambassador and volunteer abroad activities. - Due to the reduced preparation and promotion time for IFS' scheduled for the spring (April) break week (due to the work stoppage), there was a decrease in the number of anticipated IFS proposals for this break week and the cancelation of one IFS given low student registration.

C. Public Accountability Metrics Ministry of Advanced Education and Skills Development (MAESD)			
2017-2021 Strategies	Strategic Result	Annual Result	Commentary on activity/progress (result vs expectation)
			<i>*Due to the faculty strike, the survey was delayed until late March meaning these results from the Provincial Key Performance Indicator (KPI) survey will not be released by the Ministry until summer 2018.</i>
1. Graduate employment rate	85%	N/A	Expected to be released by MAESD at the end of June
2. Graduate satisfaction rate	80%	N/A	Expected to be released by MAESD at the end of June
3. Employer satisfaction rate	90%	N/A	Expected to be released by MAESD at the end of June
4. Student satisfaction rate	80%	N/A	Expected to be released by MAESD at the end of June
5. Graduation rate	60%	N/A	Expected to be released by MAESD at the end of June

Niagara College Canada Summary of Advertising & Marketing Complaints

For the period April 1, 2017, to March 31, 2018, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, Niagara College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved or Addressed	Date Resolution Communicated to Student	# of Working Days to Resolve
Nil	Nil	Nil	Nil	Nil

Niagara College Canada Financial Report

The Audited Consolidated Financial Statements for Niagara College Canada are part of the public record and made available on the College website.

<https://www.niagaracollege.ca/about/administration/plans-reports/>

Year ended March 31, 2018 <i>(in thousands '000)</i>	
Revenue	
Grants and reimbursements	\$ 57,838
Student tuition and fees	83,572
Ancillary operations	11,834
Other	15,538
Earnings from Niagara College KSA	3,301
Amortization of deferred contributions	5,660
Total revenue	\$177,743
Expenses	
Salaries and benefits	\$ 97,133
Non-salary expenditures	51,632
Flow through funds to third parties	5,880
Amortization of capital assets	9,144
Total expenses	\$163,789
Excess of revenues over expenditures	\$ 13,954



100 Niagara College Boulevard
Welland ON L3C 7L3
905-735-2211
niagaracollege.ca



**Niagara
College
Canada**
APPLIED DREAMS.