

Annual Report 2018/2019

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APPLIED DREAMS.





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John F.T. Scott
Chair, Niagara College
Board of Governors

Message from the Chair of the Board of Governors

Niagara College experienced another extremely successful year in providing skills in a wide variety of programs to a growing national and international population of eager students. Our pre-emptive orientation enabled us to respond to the evolving needs of employers as evidenced by our first graduating class in Commercial Cannabis as well as the opening of our superb new teaching distillery. The continuing active support of the Niagara Community has been instrumental in enabling this valued direction.

We continue to be very cognizant of the need to provide programs which will lead our graduates to experience success in the work force or perhaps become true entrepreneurs! Niagara College is dedicated to ensuring that our graduates are equipped to confidently pursue their dreams.

The year has been extremely rewarding as, for the second year, I have been privileged to Chair an exceptional Board of Governors each of whom affords a complementary skill and provides extensive volunteer time in support of the growth and development of our College. Of course, everything is facilitated by the superb leadership, faculty, administrative and operational support of the people who comprise the staff of Niagara College.

Collectively, we are truly a village in active, collegial, support of the values created by excellence in higher education.

Niagara College is proud to recognize its 2018/2019 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)
National Senior Director
Government and Industry
Relations Arterra Wines
Canada



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



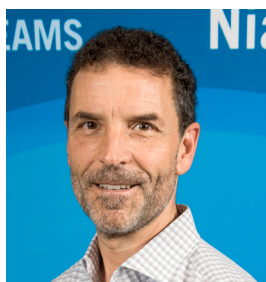
Dr. Dan Patterson
President
Niagara College



Blair Pollard
Senior Vice President
Human Resources
TJX Canada



Tom Price
Student Representative
Niagara College



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 College President

I am pleased to provide the 2018-2019 Annual Report for Niagara College Canada highlighting some of the key achievements over the past year.

2018-19 was the second year of our current 5-year Strategic Plan (2017-2021) with its key drivers of Culturally and Globally Engaged, Innovationally Driven and Experientially Focused in a Collaborative & Resourceful environment. Underlying the success of our students is the ability to be pre-emptive 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.

Some highlights of our significant accomplishments in 2018-19 include:

- 1 > The family of **Keith and Sharon Segal** donating \$1,050,000 to support international education at the College. The generous donation was announced to an audience of almost 700 business, education and community leaders at the college's Seafood Gala on April 5th.
- 2 > The World Federation of Colleges and Polytechnics (WFCP) announcing Niagara College as the recipient of its **2018 Gold Award of Excellence in Applied Research and Innovation**. The Awards of Excellence were presented at the WFCP 2018 World Congress in Melbourne, Australia. As an award recipient, Niagara College is featured in the second volume of the World's Best Practice Guide in Professional and Technical Education and Training.
- 3 > Welcoming the first class of future cannabis industry leaders and officially launching our one-of-a-kind **Commercial Cannabis Production** (Graduate Certificate) program at the Niagara-on-the-Lake Campus on September 5th. The program is Canada's first postsecondary credential in the production of cannabis and will prepare students for successful careers in the country's rapidly expanding cannabis industry. Twenty-four students made up the first cohort, selected from a pool of more than 300 applicants. Students in the program will receive hands-on training in the biology and cultural practices of cannabis production including plant nutrition, environment, lighting, climate control, pest control, and cultivar selection.
- 4 > The **first batch of students in Canada's first Artisan Distilling** (Graduate Certificate) program were officially welcomed into their new home, a unique state of the art Teaching Distillery at the Niagara-on-the-Lake Campus. The 2,500 square-foot Teaching Distillery is directly adjacent to the college's Wine Visitor + Education Centre, and is based on the College's successful teaching winery and teaching brewery, also Canadian firsts.
- 5 > Serving as host institution for the **2019 Colleges and Institutes Canada's (CICan)** annual conference. Leaders in post-secondary education from across the country and around the world gathered at the Scotiabank Convention Centre in Niagara Falls, from May 5th to 7th, to network, share best practices, and be inspired. Over 850 college and institute leaders, educators and partners from across the country and around the world were in attendance. The conference featured many distinguished guests and keynote speakers.
- 6 > Hosting the Canadian Collegiate Athletic Association (CCAA) **Women's Volleyball National Championship**, at our Welland Campus.

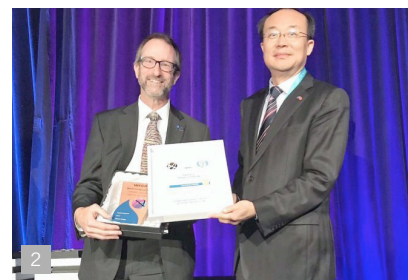
Along with the many highlights of accomplishments, it is also important to acknowledge two particular challenges experienced over the past year: transit services and a surge in international growth.

Public transit has been an issue for postsecondary students in Niagara for some time due mainly to the challenges associated with having multiple local providers, with no Regional integration of these systems. In 2018-19, we worked very closely with the Niagara College Student Administrative Council and transit providers to increase capacity on main routes during key times.

In response to the growth in international enrolment and recognizing that our learners are more diverse – based on culture, background and experience – we established new resources for faculty and students. We hired an Educational Developer who specializes in inclusive and culturally responsive services and teaching. We also provided additional supports for students on campus, especially supporting language skills.

This past year has 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 your 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. Your 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.



College Accomplishments for 2018-2019

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.

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Strategic Direction 1: Culturally and Globally Engaged

1 Be World Ready

During the 2018-19 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. Over 400 students were involved in experiences that supported the development of their intercultural competencies,

cultural intelligence, and international career readiness.

Niagara College welcomed more than 35 semester exchange students through our global academic partnerships. Niagara College now has over 22 exchange partners in Costa Rica, Panama, New Zealand, Japan, Ireland, South Korea, Brazil, Barbados, Dominican Republic, Ecuador, Germany, Italy, Jamaica, Peru, and Spain.

HIGHLIGHTS OF THE 2018-19 YEAR INCLUDE:

- › 268 students and 20 staff/faculty travelled abroad on short-term International Field Studies, representing a 25% increase in student participation over last year;
- › Over 80 students travelled abroad for semester exchange, international conferences, work abroad, international events, volunteer abroad, and symposia;
- › An additional 57 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

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2018-19 saw a total enrolment of 3,400 students at our **two male campuses in Makkah and Taif** and our **two female campuses in Al Ahsa and Al Majma'ah**. Following graduation ceremonies this year, NC KSA now has 744 proud graduates.

All NC KSA campuses offer the comprehensive foundation year program of English, mathematics, and communications, followed by post-secondary programming in business management. In

response to industry demand and employer consultation, NC KSA began offering Information Technology, Occupational Health and Safety, Graphic Design, and Event Operations and Planning. This year, Occupational Health and Safety expanded to the Al Ahsa campus, and the Makkah campus began offering a new Building and Construction program.

NC KSA continued its work with the Madinah College

of Technology for Women (MCOT) in a capability building project designed to enhance MCOT's overall performance by introducing international best practices to the College's management, educators, programs and services.

In addition to our post-secondary offerings, NC KSA delivered the final offering of a contracted six-month program for the Saudi Ministry of Health focused on advanced

English language, medical terminology, and patient care skills and service. NC KSA also began a partnership with King Abdullah Economic City, where NC KSA is delivering educational opportunities to aviation professionals to help them undertake meaningful careers in the aviation industry.



International Expansion

- 1 **International enrolment at our campuses** in Niagara continued to increase through a diversified recruitment strategy, which resulted in 5,123 (full time equivalent) post-secondary international students from more than 96 countries studying in over 120 programs across the college. This represents a 40% year-over-year increase in post-secondary international students. These international students enjoyed great academic success, achieving a graduation rate of 93%.

OTHER HIGHLIGHTS OF THE COLLEGE'S INTERNATIONAL EXPANSION INCLUDE:

- › Continued involvement with the Vietnam Skills for Employment Project (VSEP) project to develop and deliver training modules for the Training Centre for Advanced Management (TCAM); and support Vinh Long Community College (VLCC) through a series of food technology, laboratory management, and student services workshops to develop and launch of a new food science program at VLCC.
- › Three new capability building and technical assistance projects as part of the Pacific Alliance (PA) program, a global development investment managed by Colleges and Institutes Canada (CICan) that focuses on

sustainable development and skills for employment in Latin America.

- › Being awarded a contract from the United Nations Educational, Scientific and Cultural Organization (UNESCO) to engage in a year-long project to formulate and pilot a decentralized approach to the governance and management of seven Technical and Vocational Education and Training institutions in Malawi.
- › Obtaining its first project through the Caribbean Development Bank for St. Lucia's Ministry of Education, Gender and Sustainable Development to enhance capacity and develop a strategy to systematically address gender equality priorities in its planning and programming processes.



National/International Recognition

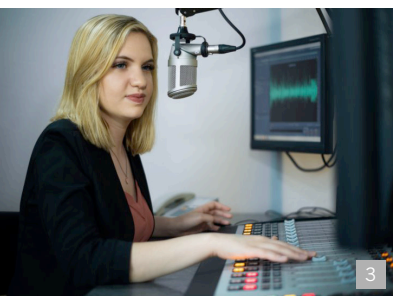
This year saw numerous opportunities to showcase the amazing skills of our faculty, staff and students. Important recognitions this year include:

- 2 › **Michele O'Keefe**, Associate Director of Athletics and Recreation, was awarded the Leadership in Sport Award at the Canadian Sport Awards. The Leadership in Sport Award is a lifetime achievement award that recognizes the outstanding contribution of a sport leader or organization who exemplifies True Sport Values as demonstrated by ground breaking organizational leadership, innovating practices, influential communications, cutting edge sport marketing and/or positioning in the sport sector.

- 3 › Students in Niagara College's **Broadcasting – Radio, Television and Film** program took home honours at the 2018 Broadcast Educators Association of Canada awards, in several categories, from music videos to podcasts. A team of nine students grabbed the award for the Best Music Video, an NC production titled Do It Forever. Student Jessica Dixon won for Best Podcast/Current Affairs Show, for This Week in Niagara – Indigenous Issues. **Sara Meshmesh**, program director for CRNC The Heat, won in the Radio Newscast category.
- › The Canadian Institute of Food Science and Technology (CIFST) honoured **Dr. Amy Proulx**, Professor and Program Coordinator of the Culinary Innovation and Food

Technology program, with a President's Award at its national conference.

- › Two Niagara College beers were recognized at the 2018 U.S. Open College Beer Championship. Niagara College won a **silver medal** in the Belgian beer category for 'Praise the Sun', a Belgian Witbier created by Brewmaster and Brewery Operations Management student **Bill Reid Fraser**. NC also won **bronze medal** in the IPA category for 'Cosmic Tea Pot,' an American IPA designed and brewed by the fourth semester class as their final brew.
- › The International Festivals and Events Association (IFEA) awarded NC's Event Management program with a **Gold Pinnacle Award** for Best Event Management



Certification Program at the 63rd annual conference in San Diego, California. The professional competition draws entries from some of the world's top festivals, events and educational programs in the event management field. This is the fourth time the program has been honoured through IFEA's Pinnacle Awards.

- 4 > Canadian Interiors magazine selected the Niagara-on-the-Lake campus's Student Commons as a winner in its **2018 Best of Canada Design Competition**. The NC space was among 22 projects – one of three in the institutional category – to be named winners of the magazine's 21st annual competition, celebrating the best interior and product design across Canada.
- > Niagara College became the first college in Canada to be designated as a member of the **Age-Friendly University Global Network**. Currently comprised of 44 postsecondary institutions from around the world – including six Canadian universities – the global network is dedicated to the role higher education can play in responding to challenges and opportunities associated with an aging population.
- > For the fourth year in a row, Niagara College earned the honour of being in the top 10 of colleges in Canada for research funding. In its report '**Top 50 Research Colleges**,' Research Infosource Inc. announced the rank of eight for Niagara College, based on total research funding numbers for 2017. This represents a steady placement of four years in a row in the top 10, since Niagara College earned spot number ten in the 2014 research funding year.
- 5 > Student athletes **Jordi Amores** (Men's Soccer) and
- 6 > **Van Hutchinson Jr.** (Men's Basketball) were named 2018

Canadian **Collegiate Athletic Association (CCAA) All-Canadians**. Amores became the first ever NC soccer player, and 15th Knight ever, to earn the prestigious accolade. Hutchinson was also named the Ontario Collegiate Athletic Association Player of the Year, which marks the first time a Niagara College men's basketball player has received this award.

- > National accolades continue to pour in for the Niagara College Teaching Brewery with two additional wins at the **Canadian Brewing Awards (CBA)**. Two popular student-crafted brews from Canada's first Teaching Brewery – **Beer 101 Bitter** and **Beer 101 Strong** – were announced as bronze medal winners at Canada's premiere craft brewing competition. This marks the third year the NC Teaching Brewery has won at the CBA event and the first time it has won two CBA medals the same year.

Indigenous Education

2018-19 was a busy year for Indigenous Education staff who supported more than 340 Indigenous students along with providing seminars and activities to the Niagara College community. Some of the highlights from the past year include:

- 7 > The opening of the Indigenous garden at Welland campus. The garden includes plants indigenous to Ontario, including the 'three sisters' vegetables of corn, beans and squash, as well as plants such as cedar, white sage, sweet grass and tobacco which are medicines used in ceremony. A cedar bench was donated to the garden by the NC Retirees Association.
- > The creation of an Indigenous Resource Guide for faculty, which contains links to several resources related to Indigenous topics, including history, language, culture, and current issues.
- > Several opportunities for NC staff to learn more about Indigenous culture through an Indigenous Student Panel featured at our college-wide Day of Reflection, Indigenous Cultural Sensitivity training seminars, the Indigenous Learning Circle for staff and faculty and activities throughout the month of November, which is Indigenous Awareness Month.
- > In partnership with Laraine Hale, Indigenous Practitioner and Advocate, Consultant and First People's House of

Learning from Trent University, Indigenous Education was approved for funding to run a series of focus groups with Indigenous NC students. The focus groups provided a safe space for Indigenous post-secondary students to share their voice and opinions on campus mental health which was shared with the Mental Health Commission of Canada.

- > 2018-19 was the second year of our partnership with the Niagara Peninsula Aboriginal Area Management Board (NPAAMB) in providing federally funding training programs to Indigenous youth in the Hospitality and Health sectors. The program provides participants with both soft employability skills as well as job training skills.



Learning Enterprises/Unique Learning Environments

In support of Niagara

College's Strategic Plan objective to expand our range of experience and applied learning offerings, the following new initiatives were unveiled:

8 Teaching Distillery

In September 2018, Canada's first teaching distillery welcomed the College's first cohort of Artisan Distilling students. The 2,500 square foot Teaching Distillery houses five stills, four mash tuns and ten fermenters that allow for on-site production of a wide variety of distilled products, including vodka, gin, whisky, brandy, rum and more.

9 PerformaNCe Clinic

In October 2018, a Physiotherapy and Occupational Therapy clinic was opened on the Welland Campus. The onsite Physiotherapy and Occupational Therapy clinic is open to staff, students and community members. The Physiotherapy portion of the clinic provides complete physiotherapy services to all ages, while the

Occupational Therapy clinic focuses specifically on Fine Motor Skill Development, with a Pediatric focus. The clinic is staffed by a licensed Physiotherapist and Occupational Therapist, as well as several graduates from the Occupational Therapist Assistant and Physiotherapist Assistant programs, and provide work placement opportunities for many students.

10 Commercial Cannabis Production Program

Canada's first Commercial Cannabis Production Program welcomed in its cohort of 24 students in September 2018. Students receive hands-on training in the purpose-built, fully secured teaching lab located at the Niagara-On-The-Lake campus. Training focused on the biology and cultural practices of cannabis production including plant nutrition, environment, lighting, climate control, pest control, and cultivar selection, as well as navigating the complex regulatory frame work that governs the industry in Canada.

11 Niagara College Therapeutic Recreation Activity Center (NCTRAC)

Located in the Merritt Wing at the Welland Campus, the Niagara College Therapeutic Recreation Activity Centre offers students meaningful resources and therapeutic recreation activities to promote physical, social, cognitive, spiritual and emotional health. In addition to offering registered programs and special events, the Centre is also a place where students can drop-in for guided relaxation and meditation, cultural programs, or as a break from academic study to enjoy their leisure time in a stress-free, welcoming and inclusive setting. During the term of the Career Ready Fund grant, NCTRAC supported the hiring of 6 graduates, supported 13 student placements and saw over 500 student visits during the operation of the grant. The division will continue to pilot this initiative for the upcoming academic year, continuing to support student placements.



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Marketing & Recruitment

12 **Niagara College integrated its marketing** and recruitment strategies even further in 2018-19 in order to strategically target its efforts and address ongoing domestic student demographic and competitive challenges. Enterprise enrolment data and market research is now combined with Salesforce customer relationship

management (CRM) system data and integrated analysis drives all marketing and recruitment activity to ensure optimal efficiency and return on investment.

Marketing campaigns continue to grow in the areas of digital and social media while also continuing an element of traditional methods in order

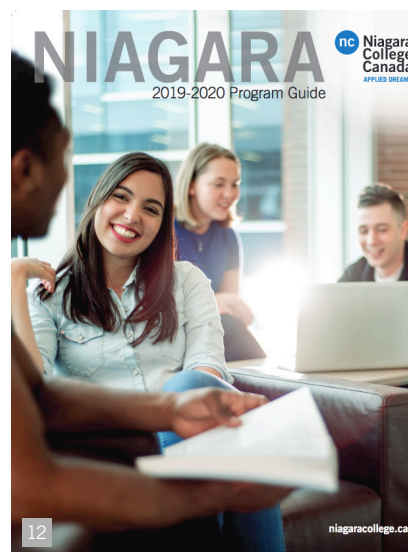
to address all audiences. Interactions, engagement and participation from prospective students and influencers through website and social media channels, as well as at recruitment events and activities, continue to rise year-over-year indicating Niagara College's continued strong brand presence.

Enrolment Services

13 **Niagara College again set new enrolment** records in each of the 3 terms in fiscal 2018-19, with almost 3,000 full-time postsecondary students in the spring term, nearly 11,000 in the fall term (including the biggest incoming cohort in history with over 6,000 students in level O1), and then crossing the 11,000 threshold in the winter term in full-time postsecondary enrolments (not including ESL, apprentice, or students placed on co-op). This was largely due to incredible growth in international enrolments. Enrolment Services continues to work

very closely with Marketing & Recruitment, as well as Academic Advising, to collaborate on strategies to maximize domestic admissions and retention. In 2018-19, Enrolment Services successfully implemented the Ministry of Training, Colleges and Universities net tuition billing initiative, which was a substantial undertaking. This initiative results in a student's Ontario Student Assistance Plan (OSAP) grant funding and institutional aid being considered in the calculation of tuition costs, resulting in the student only being

billed for what they actually owe once grant funding and institutional aid are taken into account. Students now have a much better understanding of what the out of pocket cost of tuition is, and will assist students better prepare for their postsecondary education. Enrolment Services also implemented a new student portal, which provided additional self-service options for students and the ability to communicate with very specific groups of students via the student portal, as opposed to email.



Strategic Direction 2: Experientially Focused

Student Leadership

The Leadership Exploration and Development Program (LEAD) is a co-curricular program designed to offer students from any academic area the opportunity to explore and develop leadership skills, within three key areas: personal development, career readiness and community engagement.

The LEAD program will develop their leadership skills while enhancing the

career-focused, hands-on training they receive within their program of study. Successful students will earn a Certificate of Leadership based on their Co-Curricular Records through participation in the program. LEAD continues to grow and support the leadership and development of students on campus. A total of 386 students were nominated which is an increase from 300 students last year.

HIGHLIGHTS OF THE LEAD PROGRAM IN 2018-19 INCLUDE:

- › Online offerings were made available via Lynda.com. Students were provided the opportunity to gain up to 15 certifications on their LinkedIn profile;
- › The Canadian Conference of Student Leadership included three workshop presentations by three NC student leaders;
- › New this year, LEAD collaborated with departments across the College to create experiential learning and leadership opportunities, including a Leadership & Youth in Action trip to Peru.

Mentoring Programs

NC mentoring programs continue to grow and support students in their transition to Niagara College, and in preparation for their career. The programs, which provide mentorship, consist of the Peer Mentoring program and the Graduate Alumni Peer (GAP) Mentoring program. The Peer Mentoring Program

provides an integral link for students to connect peer-to-peer about their NC experience encompassing co-curricular involvement, academics, career, community engagement, and navigating their transition to college life. Through the GAP Mentoring Program, the college is able

to connect current students with industry professionals. The GAP program aims to connect each student with multiple mentors throughout the academic year leading to a larger network of connections that, together, help meet the career readiness needs identified by our students.

Co-curricular Record

The Co-Curricular Record (CCR) Program at Niagara College allows students to record their participation in approved co-curricular activities. The CCR is used to enhance student resumes and career or academic portfolios. Students are able to utilize their CCR to showcase co-curricular involvement to future employers, graduate schools, and for grants and bursaries.

During the 2018-19 academic year, NC students recorded 6,504 hours of either volunteer work or hours in which they participated in activities outside the classroom. 1,069 student events were held on and off campus and students self-reported 1,140 experiences.

The Co-curricular team introduced a new initiative in October 2018, entitled

Alternative Reading Week, which provided students the opportunity to participate in meaningful community engagement activities during the mid-term break. This program is expected to grow and will result in numerous benefits to students, community partners, and the college. During Alternative Reading Week, students were invited to participate in a one or two day volunteer experiences.

Library and Learning Commons

The Library and Learning Commons academic drop-in services in writing, ESL and math skills are providing a valuable service to our domestic and international

students. With a consistent schedule and location for the drop-in sessions, students are becoming more aware of when and where to find help when they need it.

In 2018-19, there was a total attendance of 1,538 students, an increase from 1,421 students in 2017-18.

Strategic Direction 3: Creative, Innovative and Entrepreneurial Thinking

Applied Research

In 2018-19, Research & Innovation continued to be successful in bringing applied research funding and experiential learning opportunities to Niagara College. The division's three main centres are:

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

These centres are supported cross-disciplinarily by a Commercialization Solutions group, offering business services and digital media and related web solutions.

Niagara College continues to attract increased research funding with \$7.94 million in 2018-19, up from \$5.34 million in 2014-15.

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 (IRCC) in Precision Agriculture & Environmental Technologies for AETIC (a \$1,000,000 contract renewed in 2017 for another 5-year term), and two NSERC Technology Access Centres for WAMIC and CFWI IC (each \$1,750,000

over 5 years, renewable).

In 2018-19, 246 companies accessed Research & Innovation services in general, on 271 research projects and technical services. Overall, 27 programs at Niagara College saw their students engaged in applied research for a total of 1,689 applied research student experiences. This represents nearly the same amount of participating programs as last year, but a doubling in the number of students from the previous year due to faculty strike which limited the number of course-based project opportunities.

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

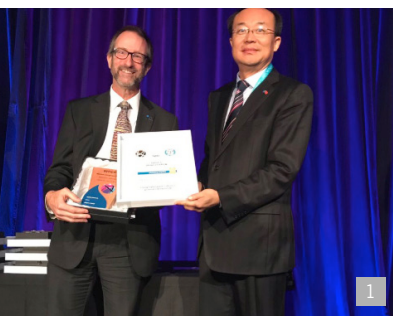
- › For the fourth year in a row, Niagara College ranked in the top 10 of the Top 50 Research Colleges in Canada, being ranked #8 in Canada, and #5 in Ontario. Niagara College was also ranked #3 in Canada for the number of completed projects;

- › Receiving the 2018 Gold Award of Excellence in Applied Research and Innovation from the World Federation of Colleges and Polytechnics (WFCP) at the World Congress in Melbourne, Australia;
- › Awarded the "Bestie" award by Tech-Access Canada for its "Best Success Story Videos", by the national network of Canada's Technology Access Centres;

- › At the end of March 2019, the Walker Advanced Manufacturing Innovation Centre celebrated the successful completion of projects and milestones related to the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI). Niagara College held the \$7.3M grant from the Federal Economic Development Agency of Southern Ontario (FedDev) on behalf of seven post-secondary institutions. In a little over 2 years, 107 companies worked with SONAMI, developing 467 prototypes, while 135 students and 76 research leads and faculty gained current advanced manufacturing experience. SONAMI has also created 160 jobs in the sector and 88 products have been commercialized;

- › The Agriculture & Environmental Technologies Innovation Centre continues its sector-wide research in precision agriculture through Dr. Mike Duncan's NSERC Industrial Research Chair for Colleges program, as well as the \$700,000 awarded by the Ontario Centres of Excellence. Historic and real-time weather-related data analysis is the focus of this grant, specifically on hazelnut, grain, and vineyard crops and technologies;

- › We were thrilled to welcome the Hon. Kirsty Duncan, Minister of Science and Sport, who visited the Niagara-on-the-Lake campus in November to announce \$94,000 in funding from NSERC through the Applied Research Tools and Instruments (ARTI) program for this Centre. A good portion of the money was



used to purchase the RoamIO Jumbo, a customizable autonomous robot with sensor capabilities, GPS navigation, thermal sensors and cameras, to monitor temperature and crop health, and ultimately, yield estimations in vineyards;

- 5 > The Canadian Food & Wine Institute Innovation Centre (CFWI IC), received provincial and federal funding to increase its expert team and invest in more sophisticated equipment to be housed on an entire floor of the new 49,000 sq.-ft. agri-food innovation complex. The new labs and equipment will be a hub that directly supports applied research and world-class

training specifically for the wine, beer, spirits, and non-alcoholic beverage sectors in Niagara;

- > Niagara College became a partner in the Ontario-based NGen Canada – Advanced Manufacturing Supercluster – focused on industry-led collaborations 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; and
- 6 > Parliament came calling for NC Research & Innovation experts. In September, the AETIC team made a presentation to the federal

Standing Committee on Agriculture and Agri-Food. Highlighting their progress and potential in agriculture, and the farming export industry, were Gregor MacLean, Research Project Manager, Dr. Mike Duncan, and Sarah Lepp, Senior Research Associate. In December, Lyndon Ashton, CFWI Innovation Centre Manager, made a presentation to the Standing Senate Committee on Agriculture and Forestry and outlined how SMEs engage with the Innovation Centre by partnering on projects in a number of key areas that allow them to scale up, innovate and grow.



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:

- > In October 2018, Niagara College hosted delegates of the Ontario Economic Summit for a reception at the Niagara-on-the-Lake Campus. The event was an opportunity to showcase the many offerings of Niagara College to thought leaders from business, labour, academia, the not-for-profit sector and government;
- 7 > Our Events Management students' fundraised \$40,800 for Pathstone Mental Health as part of the successful completion of their 2019 Many Hands Project;
- > Students in the Sales and Marketing program fundraised over \$27,000 for Community Care. Students sold hats and toques, as part of the Raising the Roof campaign in support of housing security and people experiencing homelessness;
- > Staff and students from our dental programs joined Niagara Region Public Health and community partners to host the Shiny Smiles program, providing free dental treatment to local children with

limited or no access to dental care;

- 8 > ncTakeOff, the college's hub for entrepreneurial education, hosted an information session for individuals wanting to start a business within the cannabis industry. The session was led by Alex Blumenstein, Co-Founder of Leaf Forward, Canada's first and leading cannabis business accelerator;
- > NC Benchmark Restaurant students once again prepared a holiday meal for 200 children attending the Boys and Girls Club of Niagara's annual holiday dinner;
- > 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; and
- > The College's annual United Way workplace campaign raised \$40,000 for Niagara charities.



Institution Foundation: Collaborative and Resourceful

Advisory College Council

In 2018-19, Senior Vice-President of Corporate Services, Pam Skinner and Senior Vice-President of International, Sean Kennedy introduced Advisory College Council members to the NC DNA project and lead consultants, Bonnie Rose and Janice

Barton. The Council served as an enthusiastic focus group, unique in its mix of representatives, and provided invaluable and critical feedback which helped in the continued refinement of our NC-DNA Factors.

The Council also received timely updates on: the new

Employee Engagement Survey, Space and Master Plans, and the college's Sustainability Plan. A particularly engaged and committed group, they provided helpful, insightful observations, suggestions and recommendations on all topics.

Important Campus Visits

Throughout the 2018-19 academic year, Niagara College hosted several significant dignitaries, elected officials and distinguished guests, including:

- 1 > On August 16th, Federal Minister of Science and Sport, The Honourable Kirsty Duncan visited the Niagara-on-the-Lake Campus to learn more about research and innovation at the College and observe progress on the construction of the new agri-food innovation complex, which will include agri-business research space, before leading a roundtable discussion with researchers and students to discuss women in science, their setbacks and paths to success, and how students can be better supported.
- 2 > On October 25th, Ontario Treasury Board President the Hon. Peter Bethlenfalvy paid a visit to the Niagara-on-the-Lake Campus to experience the world-class applied research and experiential learning opportunities NC

students receive. During his visit, Minister Bethlenfalvy met students and staff in NC's Research and Innovation division, who shared some of the cutting-edge projects and technologies that have not only put NC on the map as one of the world's leading research colleges, but also have also provided real-world benefits to businesses and industries across the province.

- 3 > On October 26th, Ontario's premier got a taste of the unique experiential learning opportunities and industry connections that make NC one of Ontario's most unique colleges. Premier Doug Ford, accompanied by Minister of Training, Colleges and Universities the Hon. Merrilee Fullerton and Niagara West Member of Provincial Parliament Sam Oosterhoff toured the Canadian Food and Wine Institute's (CFWI) culinary labs and Benchmark Restaurant. The group met with several students in the college's Culinary Management program, as well as CFWI Dean Craig Youdale and Chef Professor Mark

Picone, who demonstrated how NC's unique learning enterprises are giving students real-world experience that helps them start their career job-ready on day one.

- 4 > On February 13th, Niagara College hosted the Honourable Bill Blair, Canada's Minister of Border Security and Organized Crime Reduction, along with Members of Parliament Chris Bittle and Vance Badawey, for a community roundtable discussion. The discussion brought together representatives from Niagara's municipal governments, public health agencies, first-responders, community organizations and more, and centred on issues of border security, gun violence, mental health and community supports, and the challenges and opportunities wrought by the legalization of cannabis.
- 5 > On March 26th, Pam Damoff, Parliamentary Secretary to the Minister of Health visited the Welland Campus to announce new measures the federal government is proposing in its budget to better support



students and individuals considering a career in the skilled trades. She was joined by Niagara Centre Member of Parliament Vance Badawey and St. Catharines MP Chris

Bittle, and surrounded by students in the College's Electrical Techniques program and Carpentry and Renovation Techniques program. Damoff also had the opportunity to

meet several of those students and see first-hand how they are learning the hands-on skills that will make them future leaders in the skilled trades.

Workforce Development and Community Programs

1 School College Work Initiative

The School College Work Initiative (SCWI) 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. While still in high school, students can take college or apprenticeship courses that count as credits in both the high school and the college. During this past year, 480 District School Board of Niagara (DSBN) and Niagara Catholic District School Board (NCDSB) high school students participated in a variety of Dual Credit courses at Niagara College.

The SCWI also provides other opportunities for Niagara high schools and the college to come together to offer various activities including the "Experience College Math" initiative, which is an opportunity for grade 9 math students to engage in workshops that connect math skills with authentic applications from industry. In 2019, the event was expanded to three workshops from two the previous year and as a result, more students were able to attend.

One workshop made use of Niagara College's new Green Automotive Technology Lab and used car tires to illustrate the concepts of geometry.

2 Community Employment Services

This year was a productive and successful year for Community Employment Services (CES). A move to a new downtown location occurred in July 2018, welcoming community members to 43 Church Street. Simultaneously, a name change from Employment and Training Solutions to Community Employment Services followed. The new name was meant to better reflect that anyone from our community can benefit from the programs and services available. CES also unveiled a new website earlier this year, connecting job seekers with employers in the community. Throughout all of these changes, the focus on serving the community remained at the forefront. On site 1160 clients received services and either found employment or entered re-training; 194 were college graduates; 145 employers

received financial incentives to help offset the costs of hiring and training; 210 youth (15-29) with barriers to employment received service and found work and 39 employers accessed Canada Ontario Jobs Grant to provide training to 166 existing employees.

Academic Upgrading

Academic Upgrading (AU) is a provincially funded program, delivered at all 24 public colleges, that assists adult learners (19 years or older) who want to gain admission to post-secondary education or apprenticeship training, or upgrade their skills for employment. The AU program is free to eligible adult students, and financial support for transportation and childcare is available.

This year AU served 540 students at Niagara College. Reporting indicates that more than 100 students moved from AU directly into Niagara College postsecondary programs. Health Science programs continue to be the most popular choice for upgrading students both at Niagara College and provincially, with a very high success rate in terms of retention and GPA.



Part Time Studies

Part Time Studies has been busy with the day-to-day operations of providing opportunities for community members to explore personal and professional opportunities. These offerings are a mix of in class and online courses. Part Time Studies continues to expand their offerings of short, online, six week

courses called Ed2Go. These consist of 24 hours of training and are led by expert instructors. Topics range from The Key to Effective Editing, Assisting Aging Parents, QuickBooks for Contractors to Designing Effective Websites. This year saw the arrival of a new fleet of 25 motorcycles.

In addition, Part Time Studies will be offering a specialized three-wheel course for Spyder and Ryker motor tricycles. Niagara College has entered into a partnership with Bombardier who will loan Part Time Studies four Ryker and two Spyder bikes for training. The office also continues

to provide contract training for local employers. This year they were able to provide the Critical Care Nursing Certificate for Niagara Health. This was an excellent, successful and collaborative effort between the Part Time Studies team, the School of Nursing and Niagara Health.

Human Resources

Niagara College continues to have a strong workplace culture as demonstrated by our ability to meet our goals, objectives, and supported by our high employee engagement results and our high student satisfaction ratings. The human resources department (HR) has implemented 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.

Engagement Survey

In February, over 74% of full-time and part-time College employees completed our engagement survey. We partnered with

Canadian-based TalentMap to design and deploy the survey to staff and our response rate was almost 20% higher than their higher-education institutional average.

Our engagement scores were similarly strong and reflect employees' commitment to students, pride in their work, and alignment with College values. Sharing of the engagement survey results was the focus of this year's Day of Reflection. Action-planning based on the results has begun with each department/school expected to identify their plans by mid-year.

Onboarding

We have completed the

first and second phase in the development of a new onboarding program. These phases included: a review of current practices across the College; identification of best-practices from the literature and comparator organizations; identification and purchase of an onboarding portal; development of a draft framework for onboarding and the design of onboarding materials. Piloting the framework will begin in summer 2019.

Engagement Events

College staff participation in our keystone employee engagement events continues to be strong with over 250 attending Support

Team Day, 600 attending Niagara Day, and over 450 staff attending our Day of Reflection.

Succession Planning

Work continues on our succession planning for senior management positions. We have used a risk and probability (R/P) assessment to develop succession planning/mitigation strategies to ensure business continuity of the College. As part of the implementation of the succession planning, the 2019 R/P assessment will be updated over the summer. Our leadership development framework was approved and will be implemented in the year to come.

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:

- › Completion of a project with Georgian College and Brock University to develop <https://eltoolkit.ca>, a comprehensive set of open access, online modules to develop, deliver and assess experiential learning opportunities for students;
- › Full implementation of a new model and online survey tool for gathering and reporting student feedback on courses;
- › Hiring a new Educational Developer to focus on supporting faculty in inclusive and culturally-responsive teaching; and
- › Offering our faculty a broad range of instructional development opportunities including the College Educator

Development Program, the Instructional Skills Workshop, Blackboard Bootcamp, T&L Reads (a virtual reading group on topics related to teaching, learning and curriculum), Spotlight on Teaching and Learning series, the Indigenous Learning Circle, individual consultations, and invited talks from external experts.

Financial Strength

As reflected in the audited financial statements, Niagara College achieved an operating surplus of \$32.4 million as at March 31, 2019. Consistent with international student enrolment growth across Ontario Colleges, the surplus is a result of a significant surge in international enrolment.

Niagara College is investing in its people and campus to respond to the growth and support faculty and staff to meet the needs of our growing student body. The budget surpluses have allowed NC to invest over \$155 million into its campuses to address deferred maintenance, modernize our learning

environments and enhance our students' experience without incurring debt.

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 2018-2019. 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) supports the College's strategic priorities and ongoing continuous quality assurance with the following key initiatives:

- › Survey Research
Development of surveys to collect the views from students and applicants on several areas including applicant preferences and

perceptions, start of term experiences, cafeteria and food services, varsity athletics name/brand, course feedback process, extended service hours, and Niagara-on-the-Lake library and cafeteria space utilization.

- › Market Research
College brand, co-op program, and acceptance offer declined studies were defined/procured in Fall 2018 and launched in Winter 2019. The information from these studies will help support institutional decisions and investments related to domestic marketing and recruitment as well as co-op programming.
- › Dynamic Dashboards
The continuation of

transitioning existing Excel reports to an enhanced business reporting tool called Power BI. In addition, all new reports are done exclusively with Power BI to increase the institutional capacity for data-driven decision-making.



Information Technology Services (ITS)

The upgrading of College Information Technology Systems included the following key projects:

- › Cyber Security:
Completed review of cyber-security audit and created operational remediation plan;
- › Conducted first cyber awareness training at College as well as phish testing. Less than 3% of college staff required remedial training;
- › Advanced the security maturity profile, based on the Critical Security Controls, by almost 15%;

- › Implemented multi-factor authentication (MFA) for remote access to critical systems, which will have a major positive impact in terms of reducing impact of phishing attempts.
- › Information Systems
A new college portal and mobile app was released, resulting in improved access to information for students and faculty/staff, such as determining open computer terminals in labs and libraries;
- › Implemented a queuing system for International student services.

- › Infrastructure
Major upgrades were completed to internet and wireless network access, providing improved access for students both on and off campus and supports our move to 'Bring Your Own Device'. This also included heat-mapping all wireless coverage and adjusting service for optimum coverage.

Sustainability

The Office of Sustainability is committed to driving an integrated culture of sustainability that goes beyond operations at the College to create living laboratories for student, employee and community learning.

This year, Niagara College launched its first official Sustainability Plan. The plan sets out to engage the College community in sustainable practices on campus and identifies key priority areas, measurable

targets and associated action items. It also aims to provide direction and platform to capture sustainability in action on campus and in the community.

In April 2019, the office hosted the General Motors ecoSTEM program, which aimed to leverage STEM (Science, Technology, Engineering, and Math) and connect students with nature and pressing global and local environmental issues. Nine NC students from four different programs helped

plan and execute the day in partnership with the Office of Sustainability, acting as educators to thirty-one grade eight students from eighteen elementary schools across the Niagara region. In total, over 350 volunteer hours went into this program that showcased the Niagara-on-the-Lake campus, and the diverse skill sets that our students have gained through their academic studies and co-curricular involvement.

Energy Reduction

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

During the 2018-19 fiscal year, the LED lighting retrofit project installed over 3,500 light bulbs, bringing the total

to 11,000 bulbs installed over the last 18 months. This project has decreased peak demand by 220kW and reduced consumption by 1,300,000kW/year resulting in an estimated savings of over \$200,000/year.

The Niagara-on-the-Lake campus central heating and

cooling plant equipment was replaced. The chillers and cooling tower were replaced to increase cooling capacity required to satisfy the additional square footage added, as well as to improve energy efficiency. The cooling plant upgrades have reduced

electricity consumption by an estimated 550,000kWh/year as well as improving reliability of the system and user comfort. The heating boilers were also replaced at the Niagara-on-the-Lake campus with new high efficiency condensing boilers to increase efficiency as well as reduce carbon emissions by 246tCO₂e.

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. Our overall electricity consumption decreased by 572,200kWh (3% decrease), despite an increase of 66,000ft² (5% increase) in

additional square footage. This translates to a 9% decrease on a per square foot basis over the last year. The reduction in electricity on an intensity basis (kWh/ft²) is a 23% 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.

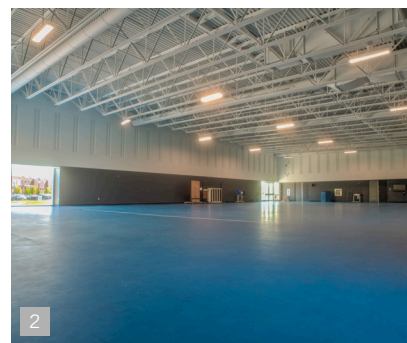
The following are some highlights of our recently completed redevelopment projects:

Niagara-on-the-Lake Campus:

- › A 49,000 square foot Innovation Complex, which is home to a new student gym, fitness centre, classrooms and agri-food research and innovation laboratories;
- › The Niagara College teaching distillery; and
- › The Niagara College Cannabis Teaching facility aka "the Cannabunker".

Welland Campus:

- › A new 13,000 square foot academic fitness lab;
- › A new student activity centre including a 500-seat cafeteria; and
- › Relocation of counselling and health services into one location for easier student access.



Student Success in a Safe and Supportive Learning Environment



Staff Achievements

› The 2018 NC Awards of Excellence were presented at the College's annual Niagara Day event on August 29th. The awards celebrate achievements of faculty, support staff and administrative employees. The 2018 awards were presented to the following employees:

- 1 › Faculty Award: **Laura Hotham**, Professor, School of Liberal Studies
- › Support Staff Award: **Lynn Calder**, Scheduling Officer, Systems and Reporting
- › Administrative Staff Award: **Shawna Luey**, Manager, International Student Services
- › **John Levay**, Chief Technology Officer (CTO), was among a team of information technology leaders who earned special recognition for a pioneering pilot project aimed at improving cyber security in higher education. Levay is part of the founding cohort of colleges and universities participating in a shared chief information security officer (CISO) pilot project for higher education, who received the 2019 Higher Education Leadership Award by the Ontario Research and Innovation Optical Network (ORION).
- › **Kyla Pennie**, Manager of International Projects, attended the United Nations Educational, Scientific and Cultural Organization 2018 International Centre for Technical and Vocational

Education and Training (UNEVOC) Leadership Programme held at the United Nations Campus in Bonn, Germany. The program supports global educators and leadership staff to better capitalize on the potential of applied education and training and address common global development challenges as a response to the sustainability and development goals defined in the United Nations' 2030 Agenda for Sustainable Development.

- › **Christopher Bessette**, Niagara College Broadcasting graduate and current part-time faculty member, was presented with the Best Director award at the second annual Canadian International Faith and Family Film Festival (CIFF). The Niagara-based writer/director attended CIFF with multiple award nominations for his 2012 film Trade of Innocents. In 2012, he was nominated by Niagara College for a Premier's Award in Creative Arts and Design.
- › Professor **Alex MacGregor** (School of English Language Studies) received the 2018 Sparks of Excellence Award at the Teachers of English as a Second Language Association of Ontario (TESL) Annual Conference. TESL Ontario looks to recognize those who deliver outstanding educational experience to their students and demonstrate exceptional leadership in their work place.
- › The Ontario Collegiate Athletic Association (OCAA) announced that **Ray Sarkis**, Intercollegiate Coordinator would be inducted into the 2019 OCAA Hall of Fame. Sarkis recently celebrated his 40th year with the NC Knights and has been involved with the OCAA from the start of his career.
- 2 › **Michele O'Keefe**, Associate Director of Athletics and Recreation, accepted the esteemed H.L. Cudney Memorial Award at the City of Welland athletic banquet. The award, first presented in 1962, honours individuals for outstanding achievements and contributions to sport. O'Keefe was recognized for her contributions to basketball in Canada, specifically for elevating the sport on a national level.
- › **Frank Dechellis**, Men's Soccer Coach and Professor, School of Technology was inducted into the Welland Sports Wall of Fame.
- › NC's Canadian Food and Wine Institute, and Dean **Craig Youdale**, were honoured with an Excellence award from the American Culinary Federation (ACF). The award recognizes an established restaurant or culinary educational institute and its chef or dean who demonstrate a strong commitment to culinary excellence and who embrace the latest technologies and trends in the food service industry.

› Counsellor **Michelle MacIntosh** won the Ontario College Counsellors Award of Excellence in Counselling Practice for 2019. The OCC Award of Excellence for Counselling Practice is an annual award designed to honour counsellors in the Ontario college system who

demonstrate excellence and innovation in the provision of counselling services, and who have significantly contributed to student success at their college.

› Chef professor **Scott Baechler** served as a judge at the fifth annual Young Chef Olympiad

in India. The Young Chef Olympiad is the world's largest culinary Olympiad for student chefs, bringing more than 60 countries together to highlight skills and celebrate culinary education. This year marked Chef Baechler's fourth time in attendance at this event.

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:

- 3 › **Leah Letford**, a student from the Event Management Program, was the recipient of the 2019 Festival and Events Ontario Student Leadership award. This award recognizes a student with exceptional potential, passion and dedication who engages in activity with the aim of bringing communities together for the purpose of celebration;
- › Each year the Ontario Dental Assistants Association awards a student, who demonstrates excellence in clinical and humanistic skills in client care, with their Student Award. This year's recipient was **Maggie Huibers** from the Dental Assisting Program;
- › **Elijah Nelson**, **Sandra Reaume**, and **Darby Alderson** from the Environmental Management

and Assessment Program and **Zachary Moore** from the Ecosystem Restoration Program, represented Niagara College at World Wildlife Fund-Canada's Toronto office for the Designing Change for a Living Planet competition. Tasked with developing an innovative idea to create a more sustainable future, 12 teams from campuses across Canada had 2.5 hours to develop their idea and pitch to a panel of industry professionals. The NC team took third place in the competition, with their proposal of a double closed looped system for recycling single use plastic grocery bags to create reusable bags;

- › **Matt Robinson**, **James Maier** and **Dakota Troup** were awarded best Remote/Specialty Production in the Canadian Media Educators National Awards competition for their work on the Gold Medal Game of the Women's CCAA Volleyball Nationals;
- › Hairstyling student **Camryn Cormier** won Gold at Skills

Ontario Competition, which took place May 6th to May 8th at the Toronto Congress Centre. The competition offers a unique opportunity for top students to demonstrate that they are the best in their field; and

- 4 › **Katie MacCabe** and **Shianne Stephens**, two students from the Public Relations Graduate Program, won the Student Award of Excellence at the Canadian Public Relations Society (CPRS) Hamilton Awards of Excellence Ceremony. CPRS Hamilton grants the Student Award of Excellence to students who have demonstrated: a clear understanding and application of the principles of public relations theory, professionalism and leadership in personal and scholastic activities, a commitment to the future of the profession, and the ability to contribute to the status and acceptance of the profession.



Student and Alumni Support

Thanks to 578 generous

donors, \$2,163,089 was raised to support scholarships and bursaries, Be World Ready travel bursaries, and for the purchase of instructional equipment.

Niagara College continued to offer its showcase events. The 30th Annual Seafood Gala in April 2019 raised \$189,000, to support instructional equipment, scholarships and bursaries. The 2018 Golf Classic raised \$56,000 to fund scholarships for our student athletes.

Of the total raised in 2018-19:

- › \$939,188 was for scholarships and bursaries;
- › \$419,743 was provided to the College to purchase instructional equipment to help make students work ready; and
- › \$804,158 supported campus redevelopment/enhancements.

A fulltime Alumni Engagement Officer was hired in May 2018, the first fulltime position solely dedicated to NC alumni relations. This position is focused on nurturing lifetime, loyal relationships with alumni, identifying alumni-college engagement opportunities, and building a sense of pride and connection to Niagara

College within our alumni community with the goal that alumni become lifelong stewards of the College.

Social media outreach has increased by over 200% after introducing new initiatives such as contesting and finding relevant engagement opportunities and partnerships with our affinity partners. This more strategic approach to social media allows us to engage with our followers more frequently and gives alumni an opportunity to update their contact information.

Multiple events occurred within the year that provided Alumni Relations the opportunity to support various college initiatives,

including a School of Business Alumni Group Launch and a Wine Business Management 10 Year Anniversary celebration.

Numerous high profile alumni were engaged throughout the year which saw the President of RW&CO, Lora Tisi (Fashion Merchandising, Class of 1979) visit campus for a lunch with the Dean of Business, Program Coordinator for the Sales & Marketing program and the Alumni Engagement Officer. This resulted in the creation of an internship with RW&CO for students who will receive real-world experience with a top retailer in Canada.

Health, Wellness and Accessibility

The past academic year has been an exciting year of expansion for the Health, Wellness and Accessibility team. We have finalized the hiring of two Associate Directors and have hired four Accessibility Consultants to take on the role of supporting students with disabilities. This role will

allow Niagara College to continue to support the mental health and wellbeing of our students by improving the availability of our counsellors.

ADDITIONAL HIGHLIGHTS OF THE PAST YEAR INCLUDE:

- › A Dialectical behavior therapy (DBT) skills group for students struggling with their emotions. This group provide students the tools to engage with others in positive and professional ways;
- › Offering Mental Health First Aid training to colleagues and students so they can Recognize, Respond and Guide the individual to appropriate resources and support;
- › A faculty focus group to hear faculty's views on student mental health. This is in collaboration with the Canadian Mental Health Commission in developing psychological standards for post-secondary students.

Sexual Assault Practice and Protocol

In 2018-19, 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 respond to sexual violence including:

- › A full time Student Rights & Responsibilities Specialist (SRRS) was hired in October 2018. The SRRS is the first point of contact for disclosures of sexual violence, providing

confidential education, support and resources to survivors of sexual violence. In addition, the SRRS assists with investigating formal complaints of sexual violence in accordance with the College's Sexual Assault and Sexual Violence Policy;

- › Academic divisions were encouraged to play the Consent is Key (CIK) video during orientation program sessions. The video features Niagara College students and staff conveying messaging on the importance of consent and

highlighting that the entire College community has a role to play in preventing sexual violence;

- › Comprehensive sexual violence training was provided to the Student Administrative Council, Orientation Leaders and Residence Advisors;
- › In response to the Student Voices on Sexual Violence survey which was implemented by the Ministry of Training, Colleges & Universities in March 2018, the Women's Campus Safety Fund has increased, thus

allowing the college to develop and implement additional programming initiatives for students. In addition, the fund is subsidizing the cost of additional risk/threat assessment training for the College's Behaviour Intervention Team;

- › The College is in the midst of developing a sexual violence task force devoted to tackling sexual violence on campus. The task force will include diverse student and staff representatives.

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 2018 term classes, 2,891 students completed the Student Strengths Inventory (SSI). 1,131 students completed the SSI in January of 2019 as they began their Winter academic term.

This inventory assists students in identifying areas of strengths as well as those that may require improvement and directs them to appropriate support services on campus. It also serves as a method to

identify groups of students who may be at risk at the onset of their academic careers and allows for early outreach from an advisor.

Campus Safety

Campus Safety supported student, staff and visitor safety by conducting patrols, responding to medical, general assistance and emergency calls and monitoring life safety systems.

Event and incident reporting will be further enhanced through a partnership with Planning and Institutional Research to pilot the use

of the Power BI program. A new dashboard tool has been developed to monitor trends. First Aid training was expanded to include Naloxone training for all Campus Safety and contracted security staff. Naloxone kits have been purchased and installed across all College locations and Administrative staff from all departments attended

training facilitated by Niagara Public Health. The Campus Safety and Parking Services team grew with the approval of full time positions for Campus Safety Investigations and Emergency Management Coordinator positions. Both positions will support a proactive approach to ensuring a safe environment and will be prepared to

respond to any on-campus incidents which may affect the safety of students, staff and visitors.

Niagara College partnered with Brock University and Conestoga College to host the 2019 Ontario Association of College and University Security Administrators Conference in Niagara Falls.

Athletics & Recreation

The Niagara College Athletics & Recreation team experienced much success throughout the 2018-2019 academic year.

- ¹ Earlier this year, the department was proud to officially open a brand new athletic facility at the Niagara-on-the-Lake campus to assist in fulfilling the recreation and fitness demands of Niagara College's growing student population. The opening of the new facility within a highly visible area on campus has resulted in a large growth of user numbers.

Along with the growing number of users came the demand to develop programming geared towards a variety of interests on campus. Events such as Lightsaber Kendo, cricket, and futsal proved to be popular with both the domestic and international student base. We also introduced unique programming offers in the way of adaptive games, which were modified activities such as beach ball volleyball and indoor bocce

to provide opportunities for students who traditionally would not participate in drop-in programming due to various physical limitations.

The 2018-2019 season was a banner year for Niagara College Knights athletics, which included three Ontario Colleges Athletic Association (OCAA) medals, three Canadian Collegiate Athletic Association (CCAA) Academic All-Canadians and two CCAA All-Canadians.

In addition to the prestigious OCAA and CCAA accolades, the Knights completed the year with 10 OCAA All-Stars (three 1st Team, one 2nd Team, and six League All-Stars), as well as three Knights named to the OCAA All-Rookie Team.

The men's basketball team won a bronze medal at the OCAA Championships, their first medal since the 2008-2009 season, and their third in program history

Fourth-year women's basketball guard Bridget Atkinson had a dominating season for the Knights women's basketball team, leading the Knights to an

11-9 record and a bronze medal finish at the OCAA Championships, where she was named a Championship All-Star. Guarding the top players in the OCAA, Atkinson was also awarded the OCAA West Division Defensive Player of the Year.

- ² Niagara College also played host to the 2019 CCAA Women's Volleyball Championships in March. Included in the eight teams from across Canada was NC's women's volleyball team, which captured silver at the OCAA Championships two weeks prior.

This season marked one of the top scholastic years for our Knights athletes. 38 athletes were named OCAA All-Academic award winners, surpassing last year's total of 21. 29 athletes will be named CCAA National Scholars. A special mention goes to first year women's volleyball player, Anica Haberstock, who amassed a 99 percent average in her program this year. Haberstock's academic success earned her the Knights top scholastic athlete for 2018-2019.





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

Report on 2018-2019 College Goals

A. Annual Operational Goals

2018-19 Operational Goal	Commentary on Final Result
Ensure on-going efficiency of operations by completing space and equipment plans to support the Strategic Enrolment Operating Plan (Masterplan - Sustainability, Facilities and Equipment)	Progress is being made on several areas including: Space inventory review (SIR) consultant, ECS, has completed their review and submitted their final report. ECS presented their draft report at the April Board meeting; Master Plan (MP) consultant, Architects Tillmann Ruth Robinson (aTRR), has been retained and is completing a background scan and site review in preparation of developing a new Master Plan for both campuses; Sustainability Plan was approved by the Executive Team in December. The Office of Sustainability is currently rolling out the plan across the college; IT Equipment renewal plans were submitted for the 2019-20 budget review process, including part-time staff support; IT Asset management system being rolled out this summer with other lab/desktop changes.
Achieve KSA net revenue target of \$3 million along with other global net revenue of \$300,000; develop and submit bids for KSA campus and capacity building contracts	NC KSA LLC has achieved \$2,684,477 net revenue for 2018, as indicated in the audited financial statements; Other global net revenue from inbound contract training, offshore education and training, and international projects totalled \$295,000.
Ensure on-going program quality through the completion of the program quality framework, implementation of the College Quality Assurance Audit Action Process action plan and submission of the interim report required for the CQAAP evaluation	Program reviews and reports for this year are on-track. Site visits have been ongoing since February and are scheduled to conclude by June 30, 2019; The CQAAP interim report was submitted. The interim report was tabled with the Board of Governors in April.
Implement a renewed staff engagement assessment tool and methodology by March 2019	The Employee Engagement survey occurred in February 2019 with an overall response rate of 84% from full-time staff and 60% from part-time staff, well above the benchmark for higher education response rates; The results of the survey have been analyzed by our survey partner, TalentMap, and have been shared with the College community at the April meetings of the College Management Team and Day of Reflection; Action-planning based on the results began at the beginning of May 2019. Presentation of results to the Board of Governors is scheduled for the October 2019 Board meeting.
Complete Campus Redevelopment projects including the Fitness Centre, Gymnasium and Agri-Food Research Building, Student Services and training space at the Niagara-on-the-Lake campus and renovations to Welland Library Commons and demonstrate progress in the development of our proposed next generation greenhouse	Welland Campus: The Student Commons space opened in August 2018. Some minor works and exterior construction is to be completed as weather permits; The Learning Commons renovations are being completed in a phased work plan. The library and test services staff have been moved into the new space. The next phase of construction is the lower level renovations and which will be completed over the summer of 2019; Digital wall and sound improvements for Learning Commons will be completed by end of May 2019. Niagara-on-the-Lake Campus: Innovation Complex: the Fitness Centre, Gym and classrooms are open and in use. Outfitting of the research and entrepreneurial spaces will be completed over the coming months to fit equipment secured separately from building contract; International Student Services, Research, SAC offices and Indigenous Centre renovations, and Learning Commons (2nd floor): The tendering process is scheduled to be completed shortly, with construction expected to begin in June 2019. Construction completion is expected in early 2020; The Main road, Parking Lot & Agri-Business Yard relocation: Construction began on May 21, 2019 with expected completion by November 2019; A proposal for a Greenhouse Technology Network including a new greenhouse has been submitted to FedDev Ontario for consideration. The proposal was developed after extensive consultation with several stakeholders including greenhouse owners, greenhouse equipment suppliers, Vineland Research & Innovation Centre, University of Guelph and Industry Canada.

A. Annual Operational Goals

Support continued community engagement through development of a signature campaign focusing on student experiences and equipment renewal in areas of specialization for Fall 2018 and development of an alumni engagement strategy by March 2019	The Growing Innovation multi-year fundraising campaign concept was presented at the November 2018 Board meeting; A five-point alumni engagement action plan was presented at the February 2019 Board meeting; A consultant has been retained to conduct a campaign feasibility study. Once the feasibility study is completed and results analyzed, Board approval of the Growing Innovation campaign will be sought. Tracking for consideration of the Board at a fall 2019 Board meeting; The 30th annual NC Seafood Gala, held on April 5, 2019, was highlighted by a \$1 million gift announcement by the Segal family.
Provide an upgraded student experience – enhance the Learning Management System (LMS) and creation and launch of a new college portal to support greater integration of digital resources in learning	The Learning Management System was upgraded to the latest version in July 2018. The new ‘ultra’ navigation interface is to be implemented over the summer of 2019; The LMS Vendor (Blackboard) has been engaged to develop a full “ultra” experience rollout plan; Full rollout of the portal and a new student-focused Niagara College mobile app occurred over the Christmas break. The mobile app and portal provide the same functionality so students, faculty and staff have the same experience on mobile devices, tablets and laptops/desktops.
Renew the major funding sources for the Walker Advanced Manufacturing Innovation Centre. (WAMIC)	A proposal for funding of \$14 million over 5 years from FedDev Ontario for the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI 2.0) is in the approval stage, with formal notifications expected in the coming weeks; A renewal proposal seeking a \$1.75 million grant over 5 years was submitted to the Natural Sciences & Engineering Research Council (NSERC) in November 2018 for continued funding for the Walker Centre Advanced Manufacturing Innovation Centre Technology Access Centre. An announcement is expected by June.
Achieve full-time post-secondary annual enrolment target for 2018-2019	The Winter 2019 term is slightly over 7% over plan, with a slight decline in domestic enrolment against plan and a significant increase in international; Overall enrolment is approximately 10% ahead of plan.

B. College/Brand Performance

Indicators (CPI)	Strategic Result (2017-2021)	Annual Result (2018-2019)	Commentary on Final Result
% Programs with work integrated learning (co-op, applied research, work placements, etc.)	100%	75%	2017-18 Result: 75.0% of programs with work integrated learning
# Applied Research Projects (industry engagement), Research \$	200 projects, \$10 million	271 projects, \$9,159,745 research activity	2017-18 Result: 241 projects, \$6.85 million research activity
College Retention (% students Term 1 to Term 2)	90%	89.4%	2017-18 Result: 83.8% cohort retention
Student satisfaction with facilities/services	80%	75.8%	
Student Diversity - out of region (domestic and international)	50%	60.1% out of region (domestic and international)	
Balanced Budget	1% surplus	14.9% surplus	Niagara College achieved an operating surplus of \$32.37 million or 14.9% as at March 31, 2019.
% students accessing international study/work travel opportunities	10% of domestic student	6%	Over 400 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) offerings, with the remaining students participating in work abroad opportunities, semester exchanges, NC ambassador and volunteer abroad activities.

C. Public Accountability Metrics, per the Ministry of Training, Colleges and Universities (MTCU)

2017-2021 Strategies	Strategic Result	Annual Result	Commentary on activity/progress (result vs expectation)
1. Graduate employment rate	85%	88.1%	
2. Graduate satisfaction rate	80%	81.9%	
3. Employer satisfaction rate	90%	91%	
4. Student satisfaction rate	80%	80.4%	
5. Graduation rate	60%	67.1%	

Financial Report

The Audited Consolidated Financial Statements are part of the public record and made available on the College website.
niagaracollege.ca/about/administration/plans-reports/

Year ended March 31, 2019 *(in thousands '000)*

Revenue	
Grants and reimbursements	\$ 63,253
Student tuition and fees	112,663
Ancillary operations	12,615
Other	19,866
Earnings from Niagara College KSA	2,684
Amortization of deferred contributions	6,038
Total Revenue	\$ 217,119
Expenses	
Salaries and benefits	\$ 109,984
Non-salary expenditures	58,370
Flow through funds to third parties	6,659
Amortization of capital assets	9,734
Total Expenses	\$ 184,747
Excess of revenues over expenditures	\$ 32,372

Summary of Advertising & Marketing Complaints

For the period April 1, 2018, to March 31, 2019, 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

Welland Campus:

100 Niagara College Boulevard, Welland ON Canada L3C 7L3

Niagara-on-the-Lake Campus

135 Taylor Road, Niagara-on-the-Lake ON L0S 1J0

niagaracollege.ca