



Annual Report

2019-2020



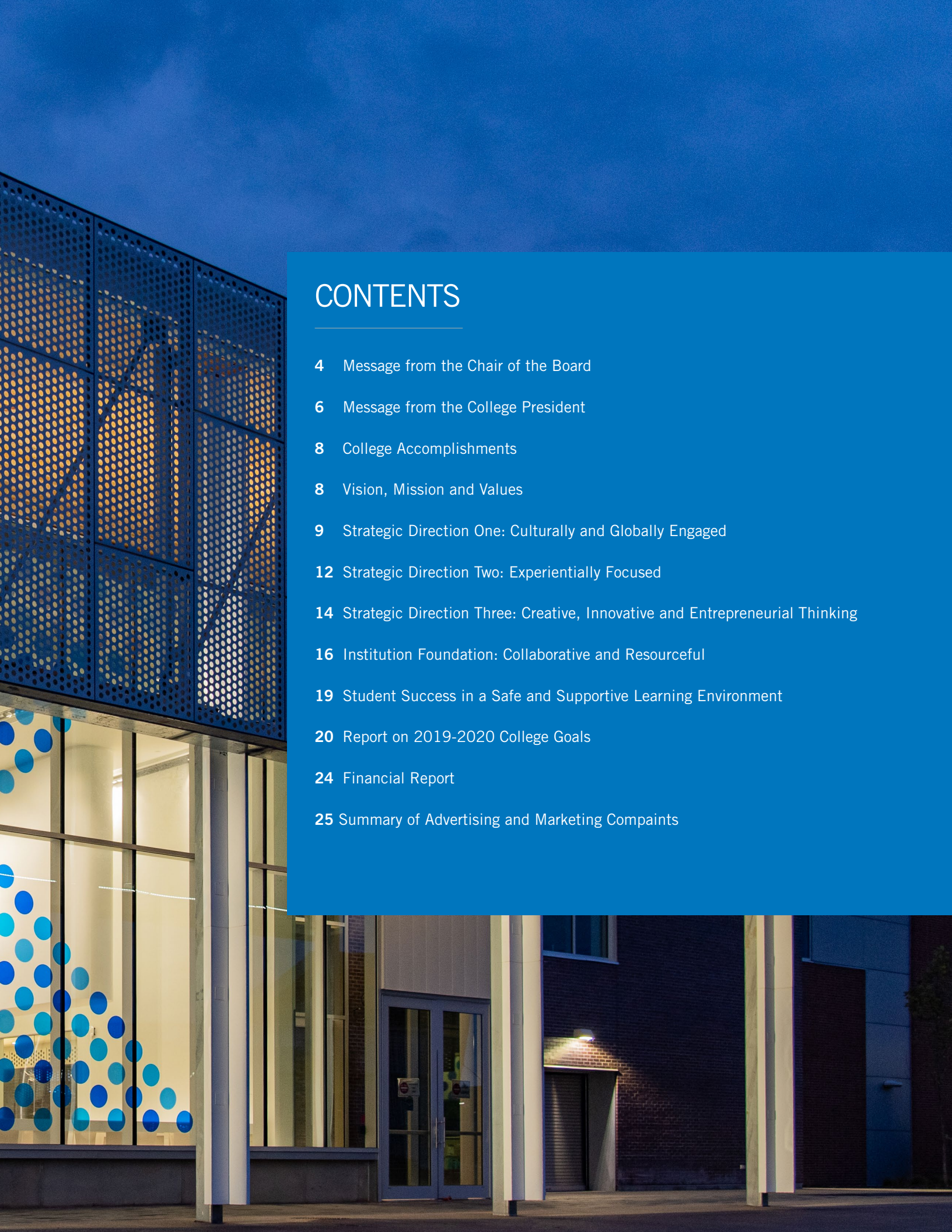
**Niagara
College
Canada**

APPLIED DREAMS.

niagaracollege.ca







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

A stylized, handwritten signature in black ink, likely belonging to John F.T. Scott.

Message from the Chair of the Board of Governors

The past year was one of profound transition at Niagara College. Our iconic President of 23 years, Dr. Dan Patterson announced his impending retirement, which compelled the Board of Governors to undertake a dedicated and exhaustive search to secure his replacement. The greater College community became involved in clearly defining the characteristics so essential in our new leader. That process, together with the reputation of our amazing College was critical to attract the interest of a plethora of exceptional candidates from around the world. In January, following an intense competition, we were pleased to welcome Sean Kennedy as the sixth President of Niagara College.

The spring, summer and fall terms at the College went very well with our celebrated Niagara College DNA seemingly infused in everything and everyone. Our students excelled, our staff was fully engaged, we acquired new property that will be helpful for long term growth, and we improved our facilities on both campuses. The winter term was, of course, interrupted by the implementation of policies to safely cope with the implications of the pandemic. I salute our new President and his senior team as they devoted innovative skills and countless hours in striving to ensure that our College structured the most appropriate directions to preserve the integrity of our offering by planning for both current and future years.

This is my final year as Chair of the Niagara College Board of Governors. It has been a distinct honour and significant privilege to have served with such a capable Board and Management team. I leave confident in the superb attitude, dedication and capabilities of our leadership. I will cherish my memories of Niagara College and hope that I have made a positive contribution to the growth and development of this remarkable community. I offer you my very best.

Niagara College is proud to recognize its 2019/2020 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)
Past 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



Bill Crumm
Administrative
Representative
Niagara College



Poppy Gilliam
School Administrator
District School
Board of Niagara



Ryan Huckla
Student Representative
Niagara College



Carolyn Hurst
President
Westcott Vineyards



Dr. Suzanne Johnston
Retired President
Niagara Health



Sean Kennedy
President
Niagara College



Tom MacDonald
Former Diplomat
Government of Canada



Shane Malcolm
Executive Director
Leadership Niagara



Caroline Mann
Vice President of Finance
Haver & Boecker Canada



Blair Pollard
Senior Vice President
Human Resources
TJX Canada



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



Jodi Steele
Academic Staff Representative
Niagara College



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



Niagara College would also like to graciously acknowledge the contributions of former Governors Keith Simmonds and Paul Charette during their tenures on the NC Board of Governors.

To learn more about the incredible work of our faculty, staff and students, please visit niagaracollege.ca



Sean Kennedy
President

A handwritten signature of Sean Kennedy in black ink, written in a cursive style.

Message from the College President

I am pleased to provide the 2019-2020 Annual Report for Niagara College Canada highlighting some of the key achievements over the past year.

2019-20 marked the midpoint of our current 5-year Strategic Plan (2017-2021), which focuses on our key drivers to be Culturally and Globally Engaged, Experientially Focused, Innovative and Entrepreneurial in a Collaborative & Resourceful environment. The success of our students and our college is underwritten by NC's ability to be pre-emptive, striving to anticipate emerging job skills, employer requirements and to offer state-of-art teaching and learning techniques and technology.

Some highlights of our significant accomplishments in 2019-20 include:

- › Research Infosource ranked Niagara College as **#1 among Canada's Top 50 Research Colleges** in early November, based on total research funding numbers for 2018. This achievement demonstrates NC's standing as a leader in research in Canada, and is the fifth consecutive year that NC earned a place in the Top 10.
- › In November, my predecessor Dan Patterson was honoured at a community celebration recognizing his 25 year career and leadership at Niagara College. The culmination of the event was the announcement of the **renaming of the Niagara-on-the-Lake campus to the Daniel J. Patterson campus**, a legacy befitting Niagara College's longest-serving President and the expansion of the College to the Niagara-on-the-Lake site under his tenure.
- › In November, Niagara College hosted the **first-ever alumni reunion event for student athletes, ReuKnighited**. The cross-disciplinary event showcased the talents of students and alumni from the Broadcasting – Radio, Television and Film, and Sport Management programs, and former Knights athletes as a lead-in event for the Knights' basketball home-opener games.
- › The **Marilyn I. Walker Centre of Excellence in Visual Arts and Technology** opened at the Welland campus in October, featuring a state-of-the-art video wall, and is named in honour of the \$1 million gift from the estate of Marilyn I. Walker, a passionate artist and philanthropist.

Along with the many highlights of accomplishments, it is also important to acknowledge the particular challenges that arose with the onset of the global COVID-19 pandemic.

The pandemic, and Canada's federal, provincial, and local directives to protect the health and safety of our communities, required Niagara College to make a historic shift to deliver our programs and services virtually. I am remarkably proud of the commitment of our faculty and staff to pivot quickly in response, and of the resilience demonstrated by our students, who likewise needed to adapt to a new mode of learning to complete the Winter term. While our campuses remain closed to non-vital activity until public health advisories enable a safe return, we continue to be #NCTogether, physically separated but closely connected, through a plethora of engagement initiatives through social media and other online platforms to keep our faculty, staff, and students working and learning together, and maintaining the NC spirit that defines our campus culture.

More than ever, this past year has demonstrated that the post-secondary education sector must remain nimble to adapt to shifts in our economy, job market, and community need. It is crucial that Niagara College maintains strong relationships with business, government and community leaders to anticipate and respond to the needs of our industries and our students. Niagara College faculty and staff are instrumental 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 members of the Board of Governors for their invaluable commitment to Niagara College. Each year, the Governors volunteer many hours of their time to contribute to our Board, participate in community events as well as government and business events as representatives of the College. Over the past year, the Board managed the College's leadership transition through the recruitment process for the new President. I remain honoured and privileged to have the Board's confidence to lead Niagara College, and extend thanks on behalf of the entire College to our Governors for the exceptional additional effort, time, and leadership they committed to Niagara College through this process, led by our Chair, John Scott.

I hope you enjoy reading about the incredible things happening here in Niagara and around the globe in this year's report, a testament to the welcoming, passionate, and trailblazing characteristics that define Niagara College.



College Accomplishments for 2019-2020

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

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

Strategic Direction 1: Culturally and Globally Engaged

Niagara College recalibrated enrolments for 2019-20 as part of our planned enrolment strategy as the Ontario postsecondary system reaches the midpoint of an expected demographic decline in the province. Market diversification strategies and increased admission requirements for international students realized a planned redistribution of international enrolments across our three academic terms to optimize our campus utilization, and balance our student population for improved access to transit, services and supports.

In Spring 2019, we enrolled over 4,400 full-time postsecondary students (the largest Spring cohort in history), over 10,400 in the fall term, and more than 10,700 in the winter term (not including ESL, apprentice, or students placed on co-op). International enrolment strategies resulted in 5,108 (full time equivalent) post-secondary international students from more than 100 countries studying in over 130 programs across the College.

On Campus and in Our Communities

- 1 Indigenous Education continued to support our Indigenous learners and provided seminars and activities to the Niagara College community including:
 - › The newly relocated and expanded Indigenous Lounge at the Daniel J. Patterson campus in Niagara-on-the-Lake was opened on January 29th and features more space, a ventilated area for smudging, and a visible high-traffic location near the Student Commons. In March, the Health, Wellness and Accessibility offices on campus were also designated as smudge-friendly spaces.
 - › Indigenous Awareness Month events in November celebrating Indigenous life, history and culture, including a Faceless Dolls workshop in honour of murdered and missing Indigenous women and girls in Canada, and informational walk around the Wetland Ridge Trail, an Indigenous cuisine event hosted by students of the Honours Bachelor of Business Administration Hospitality program, and weekly free screenings of the Catch the Dream TV series at the NC Libraries and Learning Commons featuring biographies of remarkable Indigenous people.
- 2 Athletics and Recreation unveiled a new Knights logo in August, the fourth rendition in the Knights' fifty-year history, ushering in a new era of excellence in sport. The new logo captures the competitive fire and pride of student athletes who represent Niagara, and the brand launch was supported by the NC Teaching Brewery, who issued new cans of English Pale Ale and Pilsner featuring the Knights logo.
- 3 Development and Alumni Relations partnered with Athletics and Recreation to host the first-ever alumni reunion event for student athletes, ReuKnighited, in November. The cross-disciplinary event featured former Knights athletes, alumni from Broadcasting – Radio, Television and Film, and Sport Management, for an exclusive tailgate event followed by the men's and women's basketball home-opener games at the Welland Campus.
- 4 › A group of tourism and hospitality faculty from Indonesia, visited NC for a custom training program in the summer. The program was so successful that a second cohort arrived for training in the fall.





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› A CICan to deliver faculty training for 50 Brazilian educators studying English, teacher training techniques, and best practices in Canadian education over a

2 month period in the summer of 2019

› A group of University of Panama English teachers are completing the first portion of

their English language training program online, and are expected to arrive to campus in Fall 2020 for program completion.

Around the Globe

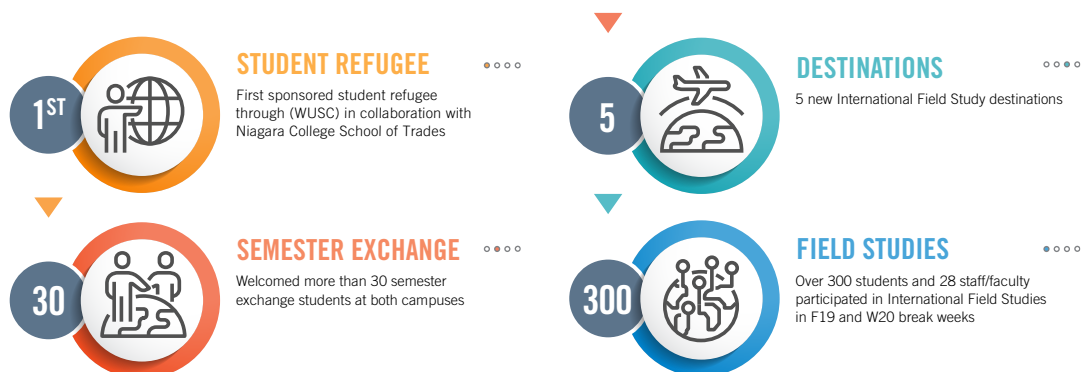
5 Niagara College continued to provide unique global learning experiences with a record 575 applications to Be World Ready opportunities, and the largest number of outbound semester exchange students since 2014. Be World Ready also welcomed NC's first sponsored student refugee through the World University Service of Canada (WUSC), supported by fundraising efforts championed by the School of Trades. Be World Ready activities were impacted by the onset of the COVID-19 pandemic, as Spring 2020 International Field Studies (IFS) and summer institutes were cancelled due to travel restrictions and health and safety concerns. Spring 2020 had more than 140 students registered for field studies and summer institutes, and included five new IFS destinations.

Niagara College also continued its global project and development work, including:

- › Delivery of three 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.
- › Delivery of final field work on a United Nations Educational, Scientific and Cultural Organization (UNESCO) contract 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. The Niagara College team also received follow-up contracts to author a publishable report on the decentralization effort,

and a ministerial briefing for Malawi government officials.

- › Completion of the College's 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.
- › Virtual delivery of an innovative project to support female empowerment in Bhutan's first female-operated brewery. Focused on brewery operations, gender equity and inclusion, and sustainability in alignment with the UN's sustainable development goals, the project pivoted to a remote launch when pandemic concerns restricted travel.
- › Niagara College was awarded a new project through the Caribbean Development Bank supporting the Caribbean Tourism Organization to support capacity building, institutional strengthening,



and enhance the skills and competencies of tourism industry stakeholders in the areas related to disaster risk management and climate

change adaptation.

- › Niagara College is engaged in a project to increase the capacity of local training

institutions in Jamaica to deliver gender-sensitive skills training programs in Agro-Food Processing.

Niagara College Kingdom of Saudi Arabia (NC KSA) Operations

2019-20 saw a total enrolment of 2850 (FTE) students between our female campuses in Makkah and Al Ahsa and our male campus in Makkah. Following graduation ceremonies this year, NC KSA now has over 3000 proud graduates. NC KSA programming at all sites turned to remote delivery in March in response to the COVID-19 pandemic in adherence with directives from the government related to campus closure. Students have responded exceptionally well to the first-ever online learning initiative in KSA, with attendance and participation rates at an all-time high for the balance of the semester.

This academic year, NC KSA began operating a new female campus in Makkah, and ceased operations at our Taif and

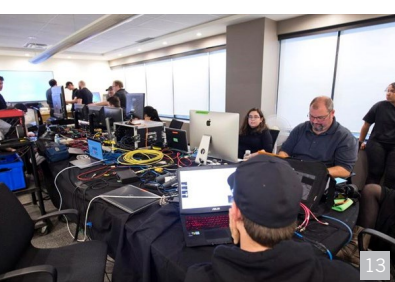
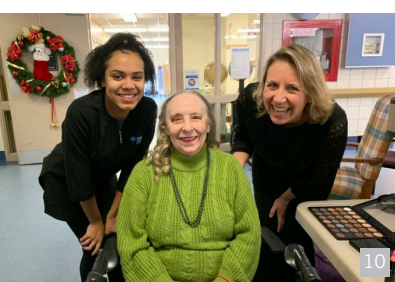
Al Majma'ah campuses. All NC KSA campuses offer the comprehensive foundation year program of English, mathematics, and communications, followed by post-secondary programming in business management. In response to industry demand and employer consultation, NC KSA began offering Information Technology, Occupational Health and Safety, Graphic Design, Event Operations and Planning, and Building and Construction programs. In 2019-20, the Makkah Female campus began a new offering in Guest Relations.

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 November, Niagara College welcomed the Partner Dean, Fatima Bolaqi, to our Canadian campuses for a two-week visit to learn more about our best practices and facilities, and to attend professional development sessions including Colleges Ontario's Higher Education Summit.

In addition to our post-secondary offerings, NC KSA continued its partnership with King Abdullah Economic City, where NC KSA is delivering a range of customized training programs. NC KSA launched a significant new partnership with Leading National Academy, a Saudi Aramco vocational academy for women.





Strategic Direction 2: Experientially Focused

Niagara College prides itself on our joint focuses on student success and experiential learning opportunities. Our robust programming in the Centre for Engagement, Advising and Career Services includes our co-curricular record, and a co-curricular Leadership Exploration and Development Program (LEAD), designed to offer students from any academic area an opportunity to develop leadership skills in personal development, career readiness, and community engagement. 405 students participated in the LEAD program in 2019-20, and students recorded more than 4700 hours of volunteer work or co-curricular activities. More than 790 student events were held both on and off campus and students self-reported 300 experiences.

Embedded Vocational Experiences

Many of the programs at Niagara College embed vocationally-specific experiential learning opportunities into the curriculum. Highlights of these experiences from 2019-20 include:

- 8 > In collaboration with the Town of Niagara-on-the-Lake and its residents, the School of Environment and Horticulture joined the Chautauqua Oaks Project to preserve the heritage tree canopy in the area. Since Fall 2018, NC students have been harvesting acorns from the heritage oak trees, and germinating them at the Daniel J. Patterson campus to produce future crops for the Project's replanting effort.

- 9 > Fifty second-year Paramedic students completed shifts at The Hope Centre in Welland, assisting with the community lunch program and food bank. The partnership helps students become more comfortable with clients from vulnerable populations whom they will serve in the field. Paramedic students also worked with seniors at the South Niagara Health

and Wellness Centre and Community Support Services of Niagara as part of their clinic placement class.

- 10 > Students from both the Hairstyling and Photography programs collaborated with the Extended Care Unit at Niagara Health's Welland site to bring holiday cheers to residents in December. Each of the facility's 114 residents was treated to haircare and styling, makeup, and professional portraits to be used to create custom holiday greeting cards for residents' families.

- 11 > Students, chef professors, and staff from the Canadian Food and Wine Institute prepared and served a holiday feast to more than 200 attendees at the Boys and Girls Club of Niagara's (BGCN) Holiday Party in December. The College also collected donations for the BGCN's annual toy drive, led by the NC Student Administrative Council.

- 12 > Students in the School of Business participated in NC's inaugural \$5 Challenge, in which 41 teams of four students were given \$5 of seed money and five days to grow their money through a

financial or social venture, raising more than \$5500 for not-for-profit organizations, including \$1200 for the NC Student Administrative Council's Nourishing Minds Grocery Card program.

- > Senior students from the Dental Hygiene program partnered with Southridge Shelter in St. Catharines through a \$15,000 grant from the Niagara Community Foundation to support oral healthcare for the homeless, providing oral health education and treatments.

- > The School of Justice Studies partnered with Welland Fire and other Regional First Responders to host a Mass Casualty Incident training session in December. Students participated as observers and filling roles as victims in the training scenario.

- 13 > Journalism and Broadcasting – Radio, Television and Film students worked in collaboration with the St. Catharines Standard to produce a joint broadcast of the 2019 federal election viewed by over 26,000 visitors to the web page and the livestream.

› In November, the School of Business hosted the Ontario College's Marketing Competition (OCMC), a two-day provincial competition featuring more than 225

student competitors, 125 faculty coaches, and over 50 industry professionals acting as judges. The OCMC is a capstone event where students draw upon their

marketing education and critical soft skills to address a variety of marketing challenges and impress industry judges.

Learning Enterprises and 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:

Aurora Armoury

- 14 › NC's Canadian Food and Wine Institute, in an innovative partnership with the Town of Aurora, is now offering short-term and part-time culinary, wine and beer classes, as well as catering and a community event space in Aurora's newly restored historic Armoury, which was launched with a Community Open House in November.

Concession 5 Vineyard

- 15 › In February, Niagara College's Teaching Winery took over operations at a Niagara-on-the-Lake property owned by Canopy Growth and known as Concession 5 Vineyard, sowing the seeds for an environmentally sustainable site and new learning opportunities for the College's wine students. The new space will become a

secondary production site for the Teaching Winery and will expose students to additional environmentally and socially sustainable practices as the site, as well as a different terroir and grape varieties than the College's existing on-campus Teaching Vineyard.

Niagara College is proud of our world-class facilities at our two campuses in Welland and Niagara-on-the-Lake. Modern, flexible, technology-enabled teaching and learning spaces are critical elements of student success. To support growth, enhance the student experience and expand research and innovation capabilities, Niagara College opened new, expanded, and renovated facilities, including:

Daniel J. Patterson Campus at Niagara-on-the-Lake:

- 16 › The grand opening of the Marotta Family Innovation Complex in September, a 49,000 square foot addition, which is home to a new student gym, fitness centre, classrooms and agri-food research and innovation laboratories.
- 17 › Renovated Glynn Family Library and Learning Commons, featuring a fresh, modern design open learning environment, increased seating, and flexible individual and collaborative study spaces.
- 18 › Rainbow crosswalks installed at both campuses, a student-led initiative championed by NC's Student Administrative Council, to celebrate equality, inclusivity, and acceptance

in support of the College's LGBTQ2+ community.

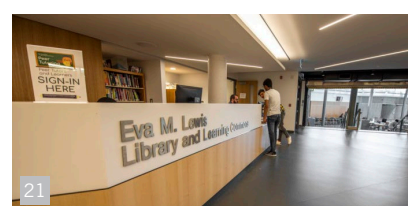
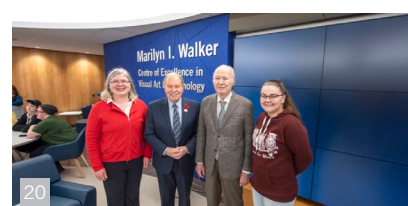
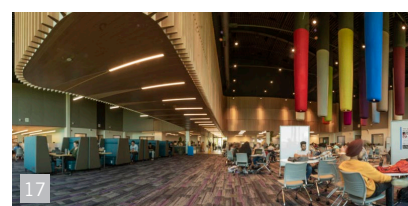
- 19 › Acquisition of the Niagara Corporate Business Centre, a 33-acre property adjacent to the Daniel J. Patterson campus, featuring a three-story office building, which increases the footprint of the campus and provides long-term flexibility and room for expansion.

Welland Campus:

- 20 › The Marilyn I. Walker Centre of Excellence in Visual Arts and Technology includes upgrades and renovations in the School of Media Studies, new resources and equipment, in four phases. The first phase opened in October, a new collaborative space on the third floor of the Simcoe building, featuring a state-of-the-art video wall, and

is named in honour of the \$1 million gift from the estate of Marilyn I. Walker, a passionate artist and philanthropist.

- 21 › Renovated Eva M. Lewis Library, featuring new furniture and a redesigned flexible library space, with an upcoming digital makerspace with equipment for filming and editing media, designing graphics, and creating prototypes with a 3D printer.
- › Renovated Technology lab spaces and equipment renewal in the Voyageur wing provide expanded space for students in the Electronics/ Electrical, Industrial Automation, and Photonics programs.



Strategic Direction 3: Creative, Innovative and Entrepreneurial Thinking

Research & Innovation

As Niagara College marked the 20th year of applied research activity, we earned the top spot in Research Infosource Inc.'s annual report "Top 50 Research Colleges" in early November, based on total research funding numbers for 2018. The listing also demonstrates NC's steady standing as a leader in research in Canada, as this represents the fifth consecutive year that NC earned a place in the Top 10. NC also ranked first in the category of Research Intensity \$ per Faculty which includes faculty and research leads with the division.

Niagara College attracted more than \$14 million in funding to conduct innovative projects involving industry partners in the food

and beverage, advanced manufacturing, precision agriculture, and related environmental technologies sectors.

Research funding allows the College to partner with SMEs in the region to conduct projects and services, which provide innovative solutions for industry. These include producing and testing prototypes, evaluating new technologies, and developing new or improved products and processes. NC Research & Innovation conducts research projects with industry partners through its Agriculture & Environment Innovation Centre, Canadian Food & Wine Institute Innovation Centre, and Walker Advanced Manufacturing Innovation

Centre. The division also offers support in the areas of digital media and web solutions, and business and commercialization solutions.

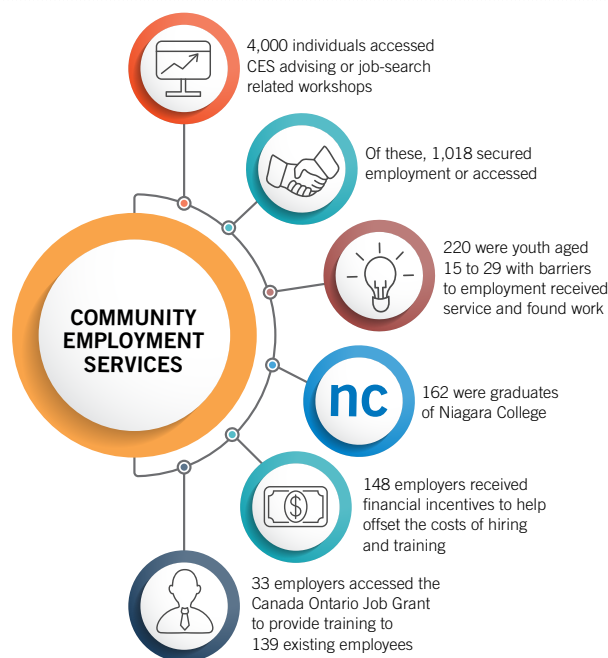
Highlights of grant funding secured in 2019-20 include:

- › \$5 million in new FedDev Ontario funding for a Greenhouse Technology Network, anchored at the Daniel J. Patterson campus in Niagara-on-the-Lake was announced on September 3rd, and brings together research institutions, greenhouse growers and technology providers to accelerate the development, commercialization and adoption of new technologies.
- › Nearly \$2 million through the College and Community Innovation Program funded by the Ministry of Science and Sport and Natural Sciences and Engineering Research Council of Canada (NSERC)
- › was announced on June 13th. The funding supports researchers working with the region's manufacturing sector to accelerate the use of advanced technologies, such as machine learning, robotics and 3D printing, and toward equipment for researchers looking into the agricultural factors that can impact the production of cannabis.
- › On July 11th, FedDev Ontario committed \$14 million to Niagara College to expand the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI), a network of seven postsecondary institutions that pools the resources and expertise of its members and matches them to the needs of smaller manufacturers to adopt cutting-edge technologies, increase productivity, and grow and diversify their businesses into new markets.

Community Employment Services

Operating from the 43 Church Street location in St. Catharines, Community Employment Services, which provides services to employers and job seekers, was part of the Niagara-Hamilton prototype area to pilot the provincial government's Employment Services (ES) transformation. As part of

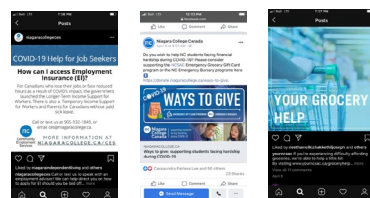
the pilot, administrative oversight of ES programs shifted from government to a Service System Manager. Community Employment Services continues to deliver exceptional service to our community under the direction of Fedcap, the Service System Manager in Niagara-Hamilton.



Responding to the Global Pandemic

The unexpected rise of the global COVID-19 pandemic and the associated government measures and directives to protect the health and safety of citizens around the world required Niagara College to pivot quickly, in the middle of the Winter 2020 term, to an unplanned campus closure and shift to virtual delivery. Niagara College's faculty, staff, and students all demonstrated remarkable passion, creativity, ingenuity, and resilience through this unprecedented and challenging time. A sampling of the extraordinary efforts of the Niagara College community to support one another and our communities is below:

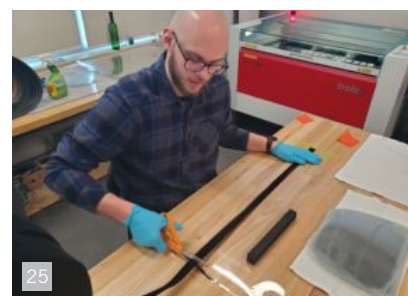
- 22 > Working together, Niagara College and the NC Student Administrative Council (SAC) took immediate steps to assist students experiencing food insecurity and financial hardship, redirecting significant funds to SAC's Nourishing Minds grocery card program, and prioritizing demand for emergency bursaries.
- > Nearly all student services transitioned to remote delivery to provide comprehensive support for students in a virtual environment, including counselling appointments, peer engagement activities, at home fitness challenges and online guided workouts, and an Instagram TV series through the Centre for Engagement, Advising and Career Services.
- > Our teams in Information Technology Services, the Centre for Academic Excellence, and each Academic School facilitated the shift to fully virtual delivery, through off campus access to high performance computer labs and software, technology upgrades, conversion of curriculum to virtual lectures, video presentations and tutorials, and training for faculty and staff.
- > Various departments continued community outreach to partners, including a letter-writing drive for residents of long-term care homes at which NC students complete placements, and virtual fitness classes for seniors at partner facilities.
- 23 > A virtual Open House featuring 360 degree views of the grounds and facilities narrated by a virtual tour guide to allow future students an opportunity to see inside our labs, classrooms, learning enterprises, student centres, athletic facilities, and residences.
- 24 > Live virtual speaker series, alumni addresses, and question and answer segments were hosted by a variety of departments and across multiple technology platforms.
- 25 > In March, NC donated more than 30,000 pieces of personal protective equipment to front-line healthcare workers in coordination with Niagara Health, and continues to produce face shields at the Walker Advanced Manufacturing Innovation Centre, along with disinfectant and hand sanitizer at the Teaching Distillery.
- > Annual celebrations shifted to innovative online modes including the Athletic banquet honouring student athlete success and our June 2020 convocation ceremonies, a pride point for Niagara College every year, were produced in-house by our talented team, including staff and students in the Broadcasting – Radio, Television and Film program, to provide an interactive, live virtual celebration of our graduates.



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Advisory College Council

Chaired by Senior Vice President of Corporate Services, Pam Skinner, the Advisory College Council (ACC) met for its semi-annual meetings in May and October 2019. Council members were consulted on a number of key strategic initiatives including: the NC Master Plan, the new Staff Onboarding process, the NC Brand Study, Sexual Assault and Sexual Violence policies and the new Employee Code of Conduct and Conflict of Interest policies.

The ACC continues to act as an engaged and focused group, and provides the college an invaluable opportunity when seeking feedback regarding on-going and emerging college business. The Council serves as a cross-functional team, and can always be relied upon to put forward thoughtful, helpful recommendations and advice.

The 2019-20 Council members are listed below in appreciation of their service to the Council:

- | | | |
|--|---|---|
| › Chris Allan , Student Administrative Council | › Duncan MacDuff , Planning & Institutional Research | › Claire Rosati , Information Technology Services |
| › Emma Astain , Student Administrative Council | › Katie McQuestion , Campus Security | › Matt Sajn , Academic & Liberal Studies |
| › Jordan Bingleman , Student Administrative Council | › Olaf Mertens , Canadian Food & Wine Institute | › Maxine Semple , International |
| › Amal Driouich , Research & Innovation | › Jessica Morris , Community & Health Studies | › Jennifer Siemens , Business, Hospitality & Tourism |
| › Wendy Dueck , Development and Alumni Relations | › Tom Price , Student Administrative Council | › Brett Stevens , Community Employment Services |
| › Laura Fakla , International | › Tristen Ritchey , Student Administrative Council | › Tony Walker , Academic & Liberal Studies |
| › Dina Fox , Student Services | | |
| › Charles Kopun , Media and Technology | | |

Financial Strength (2019-2020)

As reflected in the audited financial statements, Niagara College achieved an operating surplus of \$17.8 million or 8.5% as at March 31, 2020. The positive financial results have allowed NC to maintain a positive balance in the unrestricted net assets in the amount of \$1.2 million. Despite the planned reduction to the internally restricted net assets to fund the capital investments made in 2019-2020, the College was able to increase the contingency portion of the fund to \$10 million to further mitigate impacts of COVID-19 in the subsequent fiscal year(s).

Through careful fiscal management and enrolment growth, the college has generated budget surpluses. In recent years, significant growth in international enrolment contributed to surpluses at a time that the College was also making necessary investments in our campuses – modernizing our learning environments, expanding our capacity in key areas, and creating campuses that meet and exceed the shifting needs and expectations of our learners. The College continues to implement these investments in 2019-2020 with \$35.9 million invested in campus redevelopment projects and the acquisition of the Niagara Corporate Business Centre and surrounding property adjoining the Daniel J. Patterson campus at Niagara-on-the-Lake.

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 2019-2020. 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.

Staff Achievements

- › The 2019 NC Awards of Excellence were presented at the College's annual Niagara Day event on August 28th. The awards celebrate achievements of faculty, support staff and administrative employees. The 2019 awards were presented to the following employees:

- 26 › Faculty Award: **Alex McGlashan**, Program Coordinator & Professor - Photonics, School of Technology
- › Support Staff Award: **Jaclyn Chambers-Page**, Library Facilitator Info Literacy, Libraries and Learning Commons
- › Administrative Staff Award: **Sarah Scott**, Manager, Benchmark Operations, Canadian Food & Wine Institute
- › **Stephen Carroll**, Professor in the School of Hospitality, Tourism and Sport, was honoured with a Circle of Distinction Award on October 2 by the Canadian Society of Association Executives (CSAE) Trillium Network. The award recognizes an outstanding volunteer who has provided exceptional leadership and exemplary service to the CSAE Trillium Network over a sustained period of time. Carroll has been an active member and volunteer since 1992.
- 29 › **Michele O'Keefe**, Associate Director, Athletics and Recreation, was appointed to a second term on the FIBA Central Board, the world governing body for basketball.
- The announcement was made in Beijing at the XXI FIBA Congress featuring delegates from 156 national federations. O'Keefe is among a small group of Canadian athletic leaders who sit on world sports boards. O'Keefe was also named to the NBA's newly-formed Jr. NBA Canadian Leadership Council.
- › **Mike Hurley**, Facilities Coordinator, Athletics and Recreation, was named Ontario Basketball Association's 2019 Coach of the Year, recognizing his commitment to basketball in the Niagara region for more than a decade, having coached for both the Pelham Panthers and Niagara College.
- 30 › **Musabbir Chowdhury**, project director of NC's Productivity and Innovation Lab and International Commerce professor served as the chair of the International Institute of Social and Economic Sciences Business and Economics Conference and the University College Copenhagen, Denmark from June 24-27.
- › Chef professors **Catherine O'Donnell** and **Olaf Mertens** served as coaches for Team Canada during the IKA Culinary Olympics 2020 held in Germany from February 14-19. The world's largest culinary event, the IKA Culinary Olympics draws more than 2000 chefs from over 70 countries.
- › NC's Canadian Food and Wine Institute Dean **Craig Youdale** was inducted into the Canadian Culinary Federation's (CCF) Honour Society on May 28,

2019 at the CCF's 2019 conference held in Niagara Falls. The prestigious national society honours and recognizes leadership, professional excellence, lifetime commitment, and significant contributions to the profession as well as to the CCF.

- › Chef professor **Michael Olson** released his first solo cookbook "Living High Off the Hog" in September, which includes more than 100 of Olson's favourite pork recipes.
- 27 › **Al Unwin**, Dean of the School of Environmental and Horticultural Studies, participated as one of a select group of environment experts and professionals from around the world at the United Nations' Global Landscapes Forum on September 28th in New York City, where he helped to shape the UN's climate change strategy for the next decade. Al Unwin was also named a Global Restoration Ambassador by the Society for Ecological Restoration.
- 28 › **Andrea Fajarczuk** was in the spotlight on the December 20th episode of The Agenda with Steve Paikin, providing her expertise on the state of Ontario's craft distilling industry. Fajarczuk's interview gained national media attention for Niagara College, the Artisan Distilling program, and the local distilling industry.
- › The College's annual United Way workplace campaign raised \$41,000 for Niagara charities.



National/International Recognition

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

- › The NC Teaching Winery earned a gold, a bronze, and two silver medals at the 25th annual Ontario Wine Awards as well as seven medals at the 2019 Wine Align National Wine Awards of Canada. The 2017 Gastronomy Chardonnay made the shortlist of just 11 winning wines at the Lieutenant Governor's Awards for Excellence in Ontario Wines on June 24th.
- › Following a bronze medal showing at the Canadian Brewing awards in May, Beer 101 Strong earned a bronze at the U.S. Open Beer Championships in July, and alongside Beer 101 Bitter, won bronze at the 2019 Golden Tap and Ontario Brewing Awards, hosted by Taps Media. NC's popular Cider 101 captured the gold medal in the Modern Cider Dry category at the 2019 U.S. Open Cider Championship in November, where NC's single batch Brut Cider also won its category.
- › Niagara College was recognized as a top performer in the 2019 Sustainable Campus Index, released in September, earning a silver rating. A publication from the Association for the Advancement of Sustainability in Higher Education (AASHE), the Sustainable Campus Index recognizes top-performing sustainable colleges and universities overall, and in 17 impact areas, as measured by the Sustainability Tracking, Assessment & Rating System (STARS). With over 900 participating institutions, STARS is the leading tool for measuring higher education sustainability performance.
- › The September/October issue of Edible Toronto magazine featured 'A College of Thirsts and Firsts: The Canadian Food and Wine Institute at Niagara College is leading the pack in education-to-industry programs', highlighting the trailblazing food and beverage education and research at CFWI and the CFWI Innovation Centre.

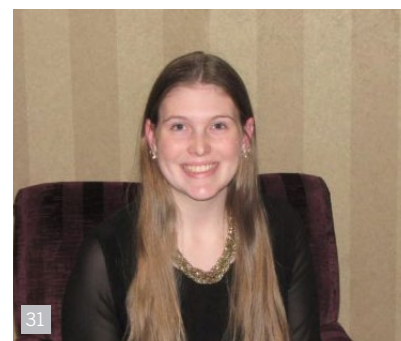


Student Success in a Safe and Supportive Learning Environment

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:

- › Students in the Honours Bachelor of Business Administration – Hospitality program won fourth place in the Smith Travel Research Student Market Study competition in New York City in November. The NC team were the top-placing Canadian college among 26 undergraduate teams from across North America and Asia.
- 32 › The first graduates of the Commercial Cannabis Production and Artisan Distilling programs crossed the convocation stage in June; both graduate certificates are the first of their kind in Canada.
- › The Early Childhood Education program celebrated its first group of students competing their program placement in Thailand. In partnership with Lertlah School, Thailand, the 10-week program offered students the opportunity to gain international teaching experience while completing their fourth term placement or work term. Five NC students taught English alongside a Thai teacher in a kindergarten classroom of 25 children.
- 31 › Second-year Early Childhood Education student **Lenna Uhrynuk** was presented with the Margaret Hamilton Graduating Student Award at the annual Niagara Early Learning and Child Care Awards of Excellence.
- 33 › Second term Culinary Management student **Sophia Castellanos Olvera** was presented with the Niagara Culinary Rising Star Award at the Niagara Wine Festival in September.
- › During the CCAA Scholar/Knights 2019 Hall of Fame Induction event, 29 student athletes were recognized for their academic achievements and three new inductees were welcomed to the Knights Hall of Fame: **Lorelle Weavers** (Golf 2014-17), **Josiah Dixon** (Golf 2015-17), and Men's Volleyball (1999-00/2000-01).
- › A group of three NC students earned second place and \$2,000 for their ideas at the three-day Agritech Hackathon in October – a first for the Niagara region. Teams of high school students, postsecondary students, and professionals faced questions on irrigation, soil erosion, climate change, agricultural productivity, sustainability and tourism.



Student and Alumni Support

Thanks to 232 generous donors, \$2,080,112 was raised to support scholarships and bursaries, Be World Ready travel bursaries, and for the purchase of instructional equipment.

Alumni Relations undertook an alumni engagement survey sent to over 33,000 alumni with a 10% response rate. This positive result will help shape alumni programming in the coming years as the responses provide a clear direction on the top three offerings from which alumni feel they would benefit if offered by the College.

Niagara College celebrated the outstanding contributions of college alumni at the Premier's Awards for Ontario College Graduates on December 2nd, where the following alumni were nominated for awards in the following categories:

- › Apprenticeship – Chef Todd Clarmo, Corporate Executive Chef, Charcoal Group of Restaurants
- › Business – Tim Hansing, Founder & CEO, Red Planet Hotels
- › Community Services – Kevin Rempel, Founder & CEO, The Sledge Hockey Experience
- › Creative Arts & Design – Christopher Bessette, Writer, Producer, Director, New Reformation Pictures
- › Health Sciences – Dr. Sarah Moore, Professor, Douglas College
- › Recent Graduate – Matrixx Ferreira, Founder & CEO, Iron Performance Center
- › Technology – Sandro Perruzza, CEO, Ontario Society of Professional Engineers

Report on 2019-2020 College Goals

A. Annual Operational Goals

2019-2020	Commentary on Activity/ Progress (result vs expectation)
Strategic Direction 1: Culturally and Globally Engaged	
A1 – Develop and implement additional programming and resources to support the success of international students, including enhanced orientation and services for students, and professional development initiatives for faculty and staff.	• Implementation of revised processes for international applicants to over-subscribed programs to prioritize educational attainment and language skills. • Pre-departure resources and communications were increased to include facilitated workshops in some markets including the Philippines, Vietnam, South Korea, Ukraine, Russia, Turkey, China and India. • A series of online modules were developed for completion prior to arrival in Canada covering academic and conduct expectations. • Be NC Ready orientation sessions on campus in the week prior to Fall term start addressing housing, lifestyle, education, immigration, and health care and services. • The Inclusive Teaching@NC program launched in the Fall break week for faculty and staff. A new Organizational Development and Learning Consultant is being recruited to provide training and support in cultural diversity and cross-cultural communication. • On-boarding program implemented for all new part-time faculty, including student services orientation.
A2 – Achieve KSA net revenue target of \$3.6 million and an additional \$375,000 in other global net revenue.	• Net contribution for NC KSA in fiscal 2019 totalled \$3.45 million. • Total net revenue from other global consulting and training projects totalled \$686,401.
Strategic Direction 2: Experientially Focused	
A3 – Implement the updated Tuition Framework and Ancillary Fees Binding Policy and related directives with a focus of ensuring student support.	• Completed for academic year 2019-20 with approximately 12% of students opting out of some or all non-essential fees. • Previous fee policy has been reinstated for academic year 2020-21 in alignment with changes to the Student Choice Initiative; some fees reduced or eliminated for Fall 2020 term due to fully remote/online delivery of most programming to maintain health and safety precautions related to COVID-19.
A4 – Complete capital projects, including the renovation of specialized student services space for indigenous and international students.	• The final projects at the Daniel J. Patterson Campus (Library and Learning Commons and Lower Level renovations) have been completed. • The new Indigenous lounge at the Daniel J. Patterson Campus opened in Winter 2020. • Renovations for a new indigenous lounge at the Welland campus were temporarily on hold due to COVID-19 but have now resumed with completion expected in early Fall 2020.
Strategic Direction 3: Creative, Innovative, and Entrepreneurial Thinking	
A5 – Advance the College's thrust in the agricultural sector by seeking funding for the Greenhouse Technology Network, applying for a Technology Access Centre in Agriculture, and launching the Canadian Cannabis Research & Education Institute (CCREI).	• In September 2019, the federal government announced \$5 million for the Greenhouse Technology Network (GTN). Work is ongoing with our GTN partners (Vineland Research & Innovation Centre and the University of Guelph) in consultation with the federal government for an official launch date. • Preparations are underway to launch The Niagara College Cannabis Institute (NCCI), which has been delayed by COVID-19. A director was hired in fall 2019 and began working in January 2020, which led to the creation of a series of community and professional courses and seminars through NC Continuing Education and assisting the Canadian Food & Wine Institute Innovation Centre (CFWI IC) in obtaining a Cannabis Research License for edibles/drinkables research, and preparing for the installation of a CannaResearchBunker adjacent to the current Cannabunker. The new bunker will have research labs for cannabis. • In June 2019, a Letter of Intent was submitted to the Natural Sciences and Engineering Research Council (NSERC) for a Technology Access Centre for the Agriculture & Environmental Technology Innovation Centre (AETIC). Unfortunately, the NSERC Review Committee judged that there was too much overlap with our Canadian Food & Wine Institute Innovation Centre and our Walker Advanced Manufacturing Innovation Centre TACs, rendering our AETIC TAC application ineligible. We were therefore not invited to the full-proposal stage.
A6 – Launch the quiet phase of the College's next fundraising campaign "Growing Innovation."	• With the announcement (May 2019) of Dan Patterson concluding his tenure as President in June 2020, a decision was made to suspend planning for the Growing Innovation Campaign, and instead focus the College's fundraising efforts on a campaign to honour Dan's 25-year legacy at Niagara College. • The Dan Patterson Legacy Campaign, supporting students through scholarships, bursaries and Be World Ready opportunities was launched in November 2019 at the Evening in Celebration of Dan Patterson. The campaign was suspended in mid-March due to the COVID-19 situation. However, in just 3 months, over \$370,000 has been raised for an endowed fund to assist students.

A. Annual Operational Goals

A7 – Continue to enhance College investments in its people by implementation of Talent Management, Succession Planning and Leadership Development programs.	• The Human Resources Department and the Centre for Professional & Organizational Development have worked on the following initiatives: • Continue to review and update the succession strategies for high risk positions; • Developed and successfully tested a new succession framework; • Continue to provide support for guided career conversations; and • Completed research and assessment of a leadership development program, now on hold, pending COVID-19.
Institutional Foundation: Collaborative and Resourceful	
A8 – Complete the Space Inventory Plan and the Master Plan to shape decisions for the next 10-15 years, and prepare a shovel-ready proposal based on the findings and strategic direction of the new Master Plan.	• The Space Inventory review is finished and is being used as background material for the Master Plan study. • The Master Plan was scheduled to be presented at the June Board of Governors meeting, but has been delayed due to COVID-19. • Shovel-ready proposals are in development in anticipation of the availability of government infrastructure funding to assist in the economic recovery from COVID-19.
A9 – Achieve full-time post-secondary annual enrolment target for 2019-2020.	• There was a rebound in the winter term, with record Winter intake of international students in January 2020, and retention of domestic students also exceeding budget expectations. Level 1 domestic enrolment was lower than target, and the lower enrolment fall term levels had a negative impact on winter enrolments, ending at 93.4% of budget target. • The annual enrolment is forecast to finish at 92.8% of budget plan, with domestic enrolment at 92.4% and International enrolment at 93.3% of their respective targets. Total enrolment is forecast at 24,339 headcount for the year, compared to a budget target of 26,095.

B. College/Brand Performance Indicators (CPI)

2017-2021 CPIs	Strategic Result (2017-2021)	Annual Result	Commentary on Activity/ Progress (result vs expectation)
% Programs with work integrated learning (co-op, applied research, work placements, etc.)	100%	80%	- October 2019: 80% (79/99 programs) - October 2018: 72.5% (74/102 programs)
# Applied Research Projects (industry engagement), Research \$	200 projects, \$10 million	276	- Expected to reach the Strategic Goal of \$10,000,000 in research activity. - Reached \$11,723,420, 210 projects in 2017-18 - Reached \$9,159,746, 299 projects in 2018-19 - Reached \$14,986,062, 276 projects in 2019-20
College Retention (% students Term 1 to Term 2)	90%	89.7%	College Retention fall 2019 to winter 2020, day 10 to day 10, for all programs
Student satisfaction with facilities/services	80%	N/A	- Results for 2019 – 20 not available due to the cancellation of the province-wide KPI Student Satisfaction Survey 2018 - 19: 75.8% (provincially 69.2%) 2017 - 18: 73.8% (provincially 66.9%)
Student Diversity - out of region (domestic and international)	50% out of region (domestic and international)	62%	- Domestic (Niagara region): 4,009 - Domestic (Outside of NR): 2,133 - Domestic (Unknown region): 160 - Total Domestic: 6,302 - International: 4,420 - Total Enrolment: 10,772 Compare to Fall 2019: 58.2% (10,519 enrolled)
Balanced Budget	1% surplus	8.5%	- The college's financial position at March 31, 2020 was positive with an operating surplus of \$ 17,782,389 or 8.5%. - The positive financial results have allowed NC to maintain a positive balance in the unrestricted in the amount of \$1.2 million. - Despite the planned reduction to the internally restricted to fund the capital investments made in 2019/2020 we were able to increase the contingency portion of the fund to \$10 million to further mitigate impacts of COVID-19 in the subsequent fiscal year(s).
% students accessing international study/work travel opportunities	10% of domestic student	3%	3% of students traveled abroad in 2019-2020. - Be World Ready experienced a record number of applications for IFS opportunities with over 575 students applying for international opportunities this academic year. - Over 300 students were involved in International Field Studies that supported the development of their intercultural competencies, cultural intelligence, and international career readiness. 13 new and unique BWR destinations were developed and offered to students. - BWR engaged in collaborative supports and cooperation with 3 Canadian missions (Embassies and Consulate) and 8 international academic and industry partners in IFS destinations. **As a result of the COVID-19 pandemic, 6 IFS' were cancelled for spring 2020 resulting in a loss of 100 students towards the goal, during this reporting period.

C. Public Accountability Metrics, Ministry of Colleges and University (MCU)

2017-2021 Strategies	Strategic Result	Annual Result	Commentary on activity/progress (result vs expectation)
1. Graduate employment rate	85%	N/A	Results not yet available as the government survey was suspended in March.
2. Graduate satisfaction rate	80%	N/A	
3. Employer satisfaction rate	90%	N/A	
4. Student satisfaction rate	80%	N/A	Results not available due to cancellation of the province-wide KPI Student Satisfaction Survey.
5. Graduation rate	60%	N/A	Results not yet available however will be included in the final report submitted to the Ministry.

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, 2020 *(in thousands '000)*

Revenue	
Grants and reimbursements	\$ 54,816
Student tuition and fees	110,427
Ancillary operations	12,578
Other	21,315
Earnings from Niagara College KSA	2,838
Amortization of deferred contributions	6,380
Total Revenue	\$ 208,353
Expenses	
Salaries and benefits	\$ 116,273
Non-salary expenditures	57,403
Flow through funds to third parties	6,195
Amortization of capital assets	10,700
Total Expenses	\$ 190,571
Excess of revenues over expenditures	\$ 17,782

Summary of Advertising & Marketing Complaints

For the period April 1, 2019, to March 31, 2020, 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

Daniel J. Patterson Campus

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

niagaracollege.ca

