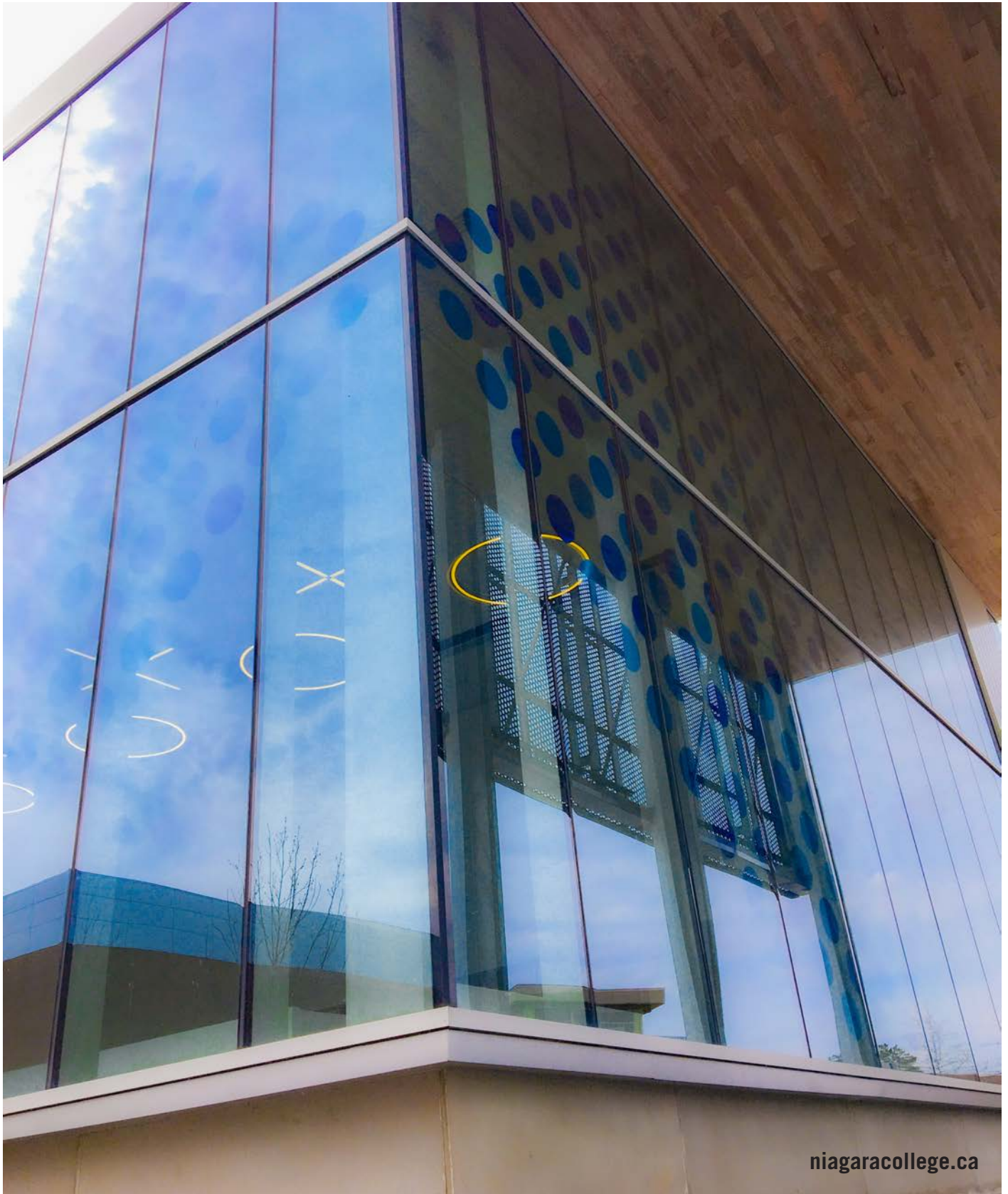
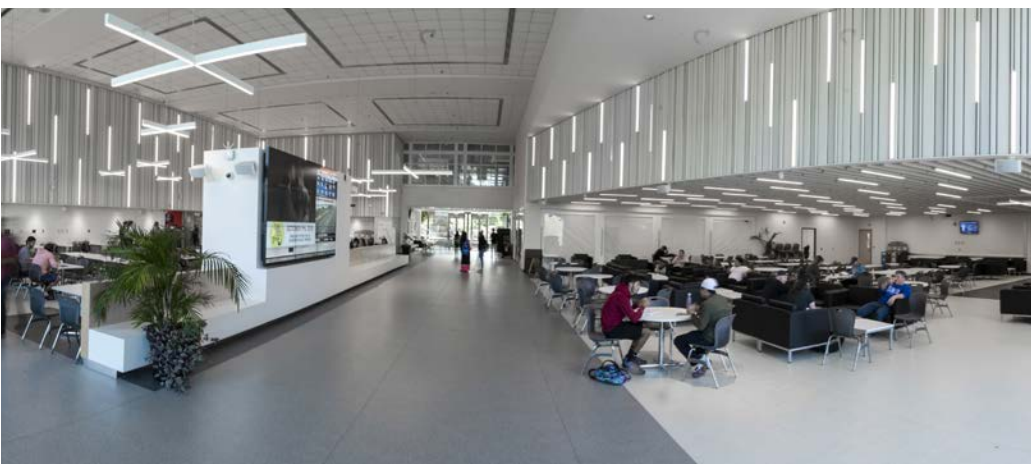
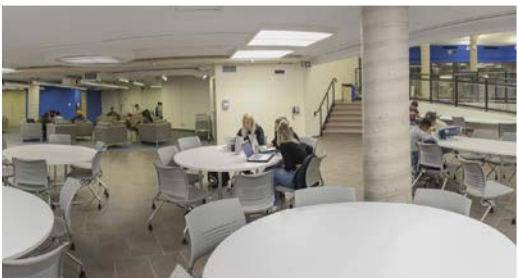
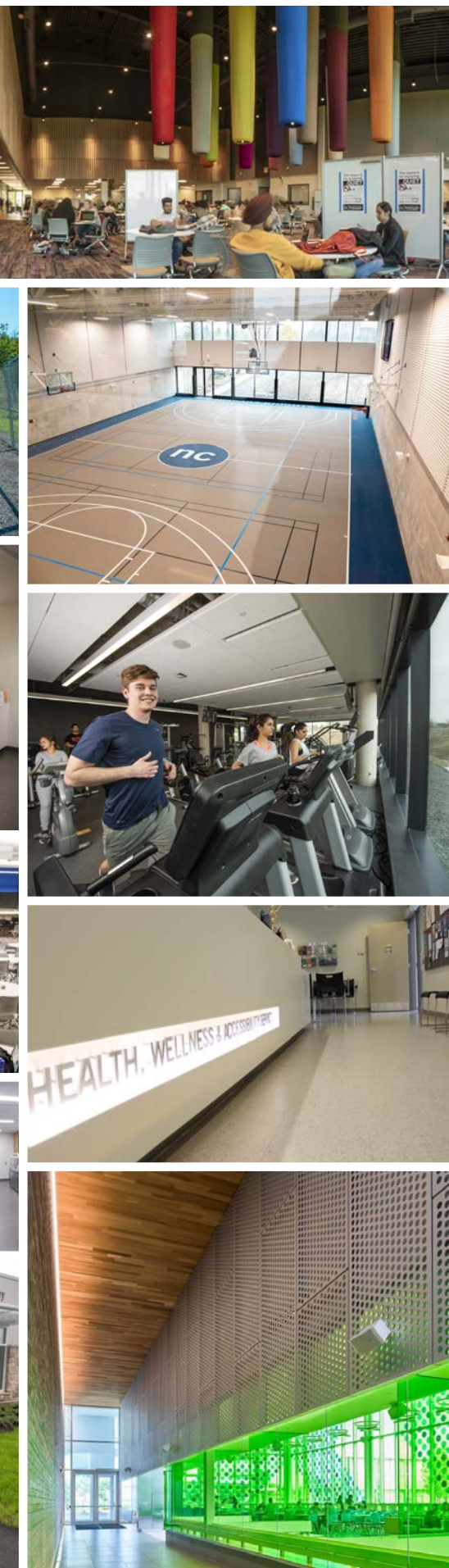


Annual Report

2020-2021







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Del Rollo
Chair, Niagara College
Board of Governors

A handwritten signature in black ink, appearing to read 'Del Rollo'.

Letter from the Chair of the Board of Governors

The past year was one of unexpected change and remarkable resilience at Niagara College as we, along with every sector and industry across the globe, faced significant challenges brought on by the COVID-19 pandemic. Undeterred by the unprecedented need to shift all academic programming to remote delivery within weeks, Niagara College rose to the challenge and found new, innovative, and creative ways to continue to provide outstanding quality education to our students, and to support our local community.

This academic year was like no other, with reduced intakes, hybrid and fully remote programming, restricted campus access, and the ever-evolving state of the pandemic and associated public health restrictions. Niagara College and its students shone in this time of crisis: from a stellar set of virtual convocation ceremonies to celebrate a graduating class whose NC experience was unlike any who came before, to the Feed the Community initiative to support food security, there are countless examples of Niagara College rising above to meet and exceed the demands of an exceptional time in history.

I am extremely proud of the achievements of our College over the past year, and want to recognize the hard work of the entire faculty and staff, who adapted their routines, methods, and modes of working to support our students, each other, and our beautiful campuses. I would like to acknowledge the tremendous leadership of our President, Sean Kennedy, and his senior team, who devoted countless hours and demonstrated true dedication in striving to ensure that our College weathers the pandemic and is positioned to help lead the economic recovery of the region.

Finally, I would like to thank our students. You are the lifeblood of our college, your success is our success, and nothing is as gratifying as witnessing your achievements. Your resilience and perseverance is a testament to your capacity to thrive in a world that is constantly changing. Be as proud of yourselves as we are of you.

This is my final year on the Board of Governors, and it has been a privilege and honour for me to serve as Chair during this most remarkable year in the College's history. I would like to acknowledge the work and commitment of my fellow Governors, who are a capable and passionate group of professionals with whom I've had the pleasure to serve. I will treasure my time on the Board and the experiences I have had as a member of this community, and look forward to remaining connected with you as you forge ahead into the College's bright future.

Niagara College is proud to recognize its 2020-2021 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.



Del Rollo (Chair)
Vice President,
Industry and Government Relations,
Arterra Wines Canada



Wendy Wing (Vice-Chair)
Senior Vice-President,
Finance and Administration,
Rankin Construction, Inc.



Janet Allan
Retired Partner,
KPMG LLP



Mishka Balsom
CEO,
Greater Niagara Chamber of Commerce



Lynn Calder
Support Staff Representative, Niagara College



Bill Crumm
Administrative Representative,
Niagara College



Poppy Gilliam
School Administrator,
District School Board of Niagara



Carolyn Hurst
President,
Westcott Vineyards



Emily Irwin
Student Representative,
Niagara College



Dr. Suzanne Johnston
Strategic Advisor,
YMCA of Niagara



Sean Kennedy
President,
Niagara College



Tom MacDonald
Former Diplomat,
Government of Canada



Shane Malcolm
Director of Career Success,
Onyx Initiative



Caroline Mann
Retired Vice President of Finance,
Haver & Boecker Canada



Michael Mann
Partner,
Lancaster Brooks & Welch LLP



Wade Stayzer
Chief People and Culture Officer,
SVP Business Banking, Meridian Credit Union



Jodi Steele
Academic Staff Representative,
Niagara College

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



Sean Kennedy
President

A handwritten signature in black ink that reads "Sean Kennedy". The signature is fluid and cursive, with a large, stylized 'S' and 'K'.

Message from the College President

I am pleased to provide the 2020-2021 Annual Report for Niagara College Canada highlighting some of the key achievements over the past year, which marked an extraordinary period in our history.

We faced unprecedented challenges with the onset of the **global COVID-19 pandemic**. We harnessed our collective energy and optimism to continue to deliver a Niagara College education and experience. Our students showed incredible resilience, adaptability, and perseverance in pursuit of their dreams; and our faculty and staff demonstrated the exceptional ability of this college and its people to pivot, adjust, and passionately persist in the face of obstacles. I am tremendously proud of our entire college community and our achievements as we looked continuously to the much brighter days that lie ahead.

2020-21 marked the penultimate year of our current 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. This report details some of our significant accomplishments, including the successful transition to remote program and service delivery in parallel with a remarkable range of health and safety changes to enable the continuation of selective on campus programming. In addition, we produced and donated personal protective equipment to frontline healthcare, launched our **first virtual convocation ceremonies** to celebrate graduate success, partnered with our Student Administrative Council to establish the **Diversity and Inclusion Task Force**, announced a new **partnership with Global University Systems**, and as part of a renewal of the College's Executive Team, welcomed three new Vice Presidents.

While we anxiously await the time when our campuses fully reopen in alignment with public health measures, we continue to be **#NCTogether**, physically separated but closely connected, through a multitude 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.

As we begin down to the road to economic recovery, the postsecondary education sector will be a critically important actor and partner. We remain focused on our access mandate, to be responsive to industry and shifts in the economy, job market, and community need. Our strong relationships with business, local, and government leaders position Niagara College well to respond to the rapidly evolving needs of our partners, our communities, and our students in a post-pandemic world. Our faculty and staff are vital to our ability to nimbly anticipate and respond to these needs, 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 steadfast commitment to Niagara College. Each year, the Governors volunteer many hours of their time to our Board, and participate in community, government and business events as representatives of the College. The Board's sage advice over the past year helped us navigate the evolving state of the pandemic, and is much appreciated.

I hope you enjoy reading about Niagara College's incredible accomplishments in this year's report, a testament to the welcoming, passionate, and trailblazing characteristics that define Niagara College, and which shone with particular brilliance during this past year.



College Accomplishments

Entering the penultimate year of its 2017-2021 Strategic Plan, Niagara College found itself up against the unparalleled challenges of a global pandemic, requiring a quick and significant transition in program and service delivery. Strengthened by our welcoming, passionate and trailblazing characteristics, and a commitment to the strategic directions of the plan – cultural and global engagement, an experiential focus, creative and innovative thinking, and a collaborative and resourceful foundation – we met the challenges of extraordinary times, while positioning our College to prosper and lead in the recovery period that lies ahead. Highlights are outlined within this report.

VISION

Enriching lives and fulfilling dreams.

MISSION

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

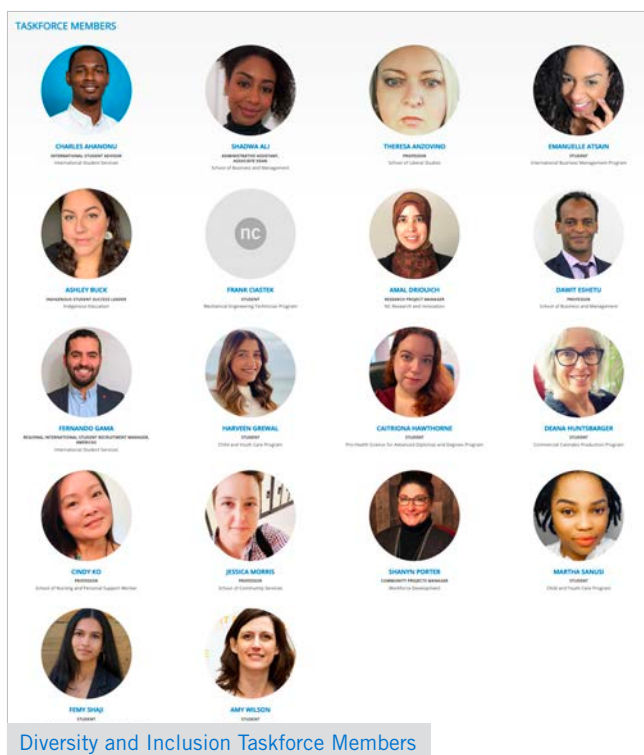
VALUES

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

Strategic Direction 1: Culturally and Globally Engaged

Niagara College pursued inclusivity, diversity and cultural engagement across all areas of the college in 2020-2021, leveraging expertise in educational programming and management to forge new partnerships around the world, and supported and engaged with Indigenous learners and communities in new ways.

- › We partnered with our Student Administrative Council to establish a **Diversity and Inclusion Task Force** to support a commitment to furthering a more inclusive, diverse, and culturally and globally engaged college community. Members of the Taskforce include both NC students and employee volunteers who are working together to research and write a blueprint that will identify the College's goals for inclusion and diversity, and the broad actions that are required to meet these goals. This blueprint will be an important input into the College's next strategic plan to ensure that this essential work is part of the college's long-term vision.



- › A new **partnership with Global University Systems (GUS)** – a network of higher-education institutions offering undergraduate and graduate programs, educating more than 85,000 students worldwide – has created a literal world of opportunity for students. In addition to providing for the delivery of select Niagara College credentials at **GUS's Toronto School of Management (TSOM)**, the agreement also paves the way for Niagara College students to pursue study abroad, co-op placements, exchanges and international field studies within the GUS network; pathways from Niagara College diploma programs to GUS degree programs, cooperative global business and educational development programs; and Technical and Vocational Education and Training (TVET) and English as a Subsequent Language (ESL) project possibilities globally.
- › In the Caribbean region, the college partnered with **College of the North Atlantic** on a three-year "Skills to Access the Green Economy Program (SAGE)" project helping partners in Jamaica develop a globally recognized agri-food processing program for students to work in that sector. NC also worked with the Caribbean Tourism Organization (CTO) on a short-term project to help increase access to training resources focused on sustainable tourism and climate change adaptation.
- › NC continued work on a funded project with the **technical education system in Malawi**. As a result of NC's efforts, the college system in Malawi has a roadmap for further reform over the coming years which will bring increased access to high quality, sustainable TVET and entrepreneurship opportunities for youth.
- › A collaboration with Ireland's **Munster Technological University (MTU)**, formerly Cork Institute of Technology (CIT), to offer a workshop series in global leadership provided students from both NC and MTU a certificate of participation in Global Leadership in the 21st Century. As part of the program, 25 students from NC Human Resources programs joined 25 MTU Human Resource students in three virtual binational workshops through February 2021.



Smudge-friendly space at the Daniel J. Patterson Campus



Orange Shirt Day

- › NC added a new **smudge-friendly space** at the Daniel J. Patterson Campus in Niagara-on-the-Lake in early March 2020, and celebrated with a special open house, as an opportunity for the College community to learn about the Indigenous practice of smudging -- a cultural and spiritual practice common to a wide variety of Indigenous peoples in Canada and other parts of the world. Smudging involves the burning of medicines such as sweetgrass, cedar, sage and sacred tobacco. Those who practice smudging often find it helps them maintain physical, mental, spiritual and emotional health and balance, and helps them to feel grounded in stressful situations.
- › **Orange Shirt Day**, an annual national event dedicated to educating Canadians about the troubling legacy of this country's residential school system and its impact on Indigenous people was virtual for 2020, and Niagara College's Indigenous

Education ran a Facebook event featuring student voices, educational videos, and connections to national events, including with Phyllis Webstad, the Indigenous woman who inspired Orange Shirt Day. Students and employees were encouraged to participate virtually by wearing orange while studying and working remotely.

- › The College also partnered with the FirstOntario Performing Arts Centre (PAC), to present an outdoor screening of **We Will Stand Up** in St. Catharines. The multi-award-winning documentary explores the death of a young Indigenous man, Colten Boushie, who in 2016, died from a gunshot to the head after entering a rural property with his friends. The film explores the emotionally charged trial and acquittal that caused outrage across Canada and raised questions about prejudice within the judicial system and anti-Indigenous racism.

Strategic Direction 2: Experientially Focused

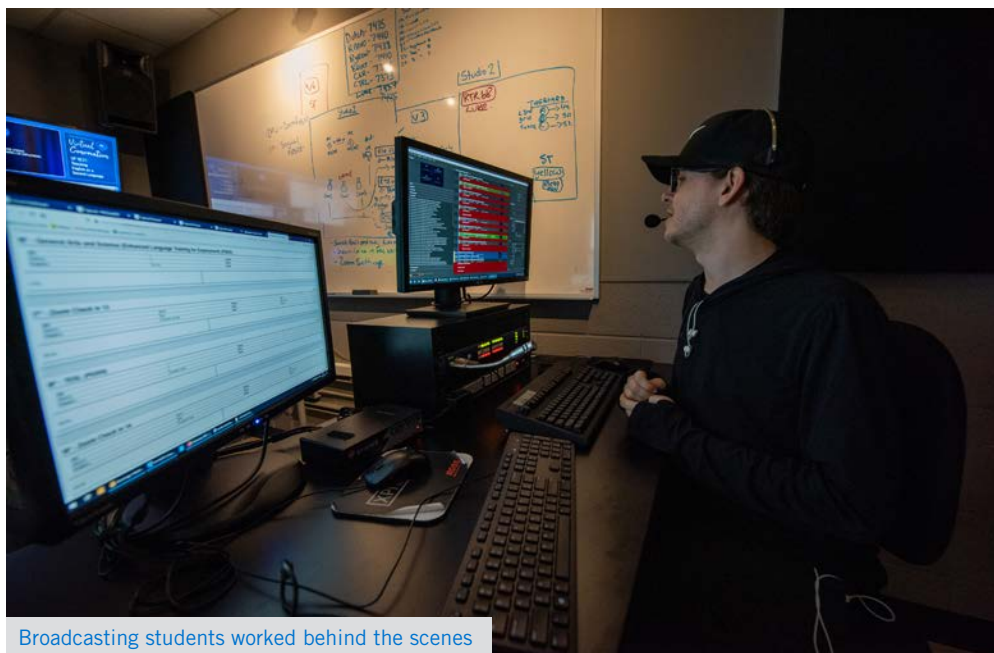
In a year that required so many academic programs and courses to be shifted to remote learning or modified labs spaces, it took the collective commitment and innovative spirit of the entire college community to maintain the unparalleled range of experiential learning that sets NC apart.

Through the Fall 2020 and Winter 2021 terms, the College employed a mix of fully remote and hybrid delivery that saw more than half of Niagara College students with some on-campus/in-person learning as part of their programs.

For remote learning, the ingenuity of NC faculty was on full display, as reflected in the range of unique and innovative experiential learning opportunities adapted to the virtual classroom.

- › For **Personal Support Worker** (PSW) students, COVID turned the world upside down just weeks before the start of clinical placements – a core element of their education. At the same time, long-term care facilities like Radiant Care's Tabor Manor found themselves short-staffed, especially as PSWs who would normally work in multiple settings were no longer able to do so. The College and Radiant Care worked together to co-ordinate hiring NC PSW students as staff while they completed their required clinical placements — the final piece in their year-long training — simultaneously.

- › For thousands of new graduates, virtual Spring Convocation marked the end of their educational journey, but for a group of students in the **Broadcasting – Radio, Television and Film** program, it sparked the beginning of a new learning opportunity. A group of Broadcasting students worked behind the scenes alongside faculty and College staff to help bring NC's first-ever Virtual Convocation – which celebrated more than 5,300 new graduates through a series of livestreamed

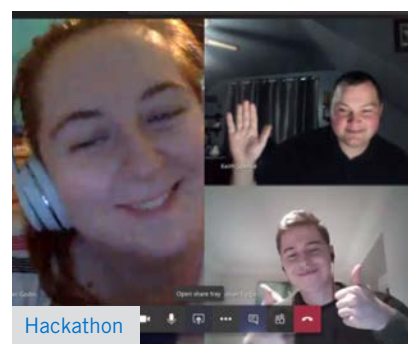


Broadcasting students worked behind the scenes

ceremonies June 15-19 – to tens of thousands of viewers in Niagara, across Canada, and around the world.

- › More than 130 students from various College business programs put their skills and knowledge to work in a virtual, real-world setting via the **NC Sustainability Hackathon** during November's Global Entrepreneurship Week. During the Hackathon, 26 student teams used case studies from five

entrepreneurial ventures based in Niagara and the GTA, their own in-depth research and the skills they've learned in class to determine sustainable solutions that create shared value and focus on the three Ps of sustainability: people, planet and profit. The initiative connected students with local companies, including the Exchange Brewery, Heartsease Bakery, Suzanne Barr Food, The Niagara Herbalist, and non-profit Fido Niagara.





No placements, no problem: Niagara College creates virtual preschool for ECE students

Early Childhood Education



Artisan Distillery first class



Brewery celebrates 10 years

- For students in NC's **Early Childhood Education (ECE)** program who may not have otherwise had an opportunity to interact with children and colleagues in the classroom, NC Virtual Preschool opened the door to a virtual community. For the virtual preschool project, ECE students were provided with a sample 'class' of junior and senior preschoolers for whom to create different activity modules – representing a variety of preschool age groups, home situations and interests. ECE students uploaded to the Virtual Preschool website prerecorded videos of themselves engaging in activities they created, which then became a resource for children and their parents who can access them for free, anytime.
- The accomplishments of the **inaugural graduating class of the Artisan Distillery** program (2019) came to fruition in June of 2020 with the launch of the Niagara College Teaching Distillery's first-ever rum. Created by the inaugural class, the School Spirits rum follows previous products produced by the distillery, including Eau-de-vie de Fruits (January 2019), Vodka (March 2019) and Small Batch Gin (May 2019).
- Niagara College has expanded its unique on-campus cannabis education capabilities to include a new **Cannabis Production Research Chamber**. The new facility will provide the required space and specialized equipment to grow crops, complete trials, and conduct research in partnership with the cannabis industry. This new research space is comprised of two

retrofitted sea containers that expand the Niagara College Agriculture & Environmental Technologies Innovation Centre (AETIC).

- Spring 2021 marked 10 years since the historic official opening day of the **Niagara College's Teaching Brewery** – a unique experiential learning environments in North America. The milestone was marked by a virtual "Brewunion" for a group from the first class of Brewmaster graduates, who, in June 2012, set forth as pioneers in what was then an emerging craft beer scene. They joined college staff and president Sean Kennedy who led them in a special toast: "To history, and the trailblazing first class that put NC on the map."
- In another example of trailblazing program development, Niagara College announced the launch of **Beverage Business Management** – a one-year graduate certificate program, which will be the first of its kind in Canada when it begins in September 2021. An evolution of the College's Wine Business Management program, the new program will offer students a robust business knowledge in all aspects of the alcoholic beverage industry – from retail and marketing, to exports, and the legal and regulatory environment. In late 2020 the college announced the launch of a Massage Therapy advanced diploma program in September 2021. Forty students will be accepted into the first intake of the new program, which will be based at NC's Welland Campus.

Strategic Direction 3: Creative, Innovative and Entrepreneurial Thinking

In a year like no other, Niagara College's ability to meet the challenges brought on by a global pandemic relied heavily on a collective ability to be creative, innovative and entrepreneurial. The College continued to foster innovative skills in our students while supporting the success of local businesses and the community through research.

- › Niagara College's innovative spirit is captured in its continued place among Canada's top research colleges. For the sixth year in a row, **Niagara College earned a place in the top 10 colleges** in the country for research funding, according to a special report released on February 25, 2021. In its Canada's Innovation Leaders report, Research Infosource Inc. announced the rank of eight for Niagara College, based on total research funding numbers for 2019. NC attracted \$7.828 million in funding to conduct innovative projects involving industry partners in the food and beverage, advanced manufacturing, precision agriculture, and related environmental technologies sectors.

- › Niagara College researchers continued to provide innovative solutions to help those on the front lines of the COVID-19 pandemic, leading a network of Ontario academic institutions who mobilized to do the same. The NC-led consortium under the umbrella of the Southern Ontario Network for Advanced

Manufacturing Innovation (SONAMI) answered a call from the federal government to provide a high-quality, rapid response to the COVID-19 crisis and meet the need for critical health supplies. All seven of SONAMI's academic partners took action to combat the health crisis, including Niagara, Conestoga, Fanshawe, Lambton, Mohawk and Sheridan colleges, and McMaster University.

- › Niagara College received more than **\$1 million to expand essential applied research** in the growing beverage sector over the next three years, thanks to federal government funding. The Natural Sciences and Engineering Research Council (NSERC) Innovation Enhancement Extend program will allow the Canadian Food & Wine Institute (CFWI) Innovation Centre to enhance its state-of-the-art commercialization services to assist more beverage companies in the Niagara region, and beyond, to innovate, grow and compete in the global marketplace.



- As the demand for skilled trade workers continues to grow across Ontario and the Niagara region, Niagara College announced the creation of **three new apprenticeship training programs for 2021**, including Industrial Mechanic Millwright, General Carpenter and Industrial Electrician. Starting in September 2021, the new apprenticeship training programs will be available to registered apprentices needing to complete their in-school training.
- In late 2020 the College received close to \$50,000 for the purchase of a **biomedically compatible 3D printer**. The state-of-the-art 3D additive manufacturing equipment will be used by researchers at NC's Walker Advanced Manufacturing Innovation Centre (WAMIC) at the Welland Campus. The new biomedically compatible 3D printer will equip NC researchers with the ability to continue COVID-19-related research and development in areas such as special-needs modifications to face shields/masks, 3D-printed nasal swabs and a patient-administered saliva collector. The specialized equipment will also advance the engineering work already done by the WAMIC team in its project with McMaster University and Hamilton Health Sciences (HHS) in developing a 3D-printed video laryngoscope sheath prototype used in COVID-19 patients needing intubation. The project was part of an emergency scenario to prepare for potential supply-chain interruptions.
- Niagara College received federal funding in July

2020 for a project titled **An Interprofessional Train-the-Trainer Solution to the Diabetic Foot-Care Crisis Within Community Shelters**. The grant of \$209,576 (over two years) is from the NSERC College and Community Social Innovation Fund (CCSIF). The grant will allow NC and its academic and community partners to address and improve healthcare access for individuals needing essential diabetic foot care, as well as improve implementation by healthcare professionals at homeless shelters. Niagara College, in collaboration with the Michener Institute of Education at the University Health Network and local community facilities and shelters, will use the Train-the-Trainer model to educate and provide awareness of diabetes and foot-care needs for at-risk individuals. The project will also enable capacity building among other health professions typically not responsible for foot care, yet essential for triaging and providing treatment.

- Local aspiring entrepreneurs got a lift in early 2021 as Niagara College announced a **new business development program delivered in partnership with TD Bank Group**. The *Sources* program offers a suite of supports to Niagara residents looking to venture into the area of self-employment. Sources leverages the expertise of NC's Community Employment Services (CES) and School of Business and Management, with a contribution from TD Bank Group, which granted \$115,000 to the College to support the program. Through one-on-one

Community Employment Services

43 Church Street
St. Catharines
ces@niagaracollege.ca

Sources to start your own business.



Canada

nc Business & Management



**Niagara
College
Canada**

niagaracollege.ca/ces

mentorship, coaching and a comprehensive training 'bootcamp,' Sources aims to give 40 aspiring business

owners the tools to plan, launch and help drive success in their business initiatives over the long term.

Institution Foundation: Collaborative and Resourceful

Soon after the COVID pandemic hit Canada and Ontario in spring 2020, the resourceful and collaborative nature that has long been a hallmark of the College rose to even greater prominence.

- › A college-wide effort to identify surplus personal protective equipment (PPE) resulted in a **donation of more than 30,000 items**, including 23,000 gloves, 3,130 masks, 3,760 protective garments (gowns, polypropylene suits, hair covers, shoe covers and caps), more than 330 cleaning supplies (antiseptic towelettes, disinfectant), and almost 150 safety glasses and shields.
- › Meanwhile, Research and Innovation mobilized their equipment and expertise to produce thousands of much-needed face shields for Niagara Health. The Niagara College Teaching Distillery responded to an overwhelming demand for hand sanitizer by producing a 70% alcohol disinfectant, which can be used for hand sanitizer and surface wipes.
- › Finding a way for graduates to mark **an important milestone in a virtual way** brought out the best in the NC team, with a college-wide effort to develop convocation ceremonies that were interactive and meaningful. The collaborative effort to create a virtual convocation experience served as a model for Canadian postsecondary institutions. From chat rooms, Zoom parties, real-time social media engagement and personal recognition, NC's virtual ceremonies in Spring and Fall 2020 provided thousands of



Convocation Goes Virtual

graduates and their families with a special celebration.

- › Connecting with prospective students took a virtual turn in 2020-2021, with the College leveraging technology and its welcoming, passionate and trailblazing DNA to execute three successful **virtual Open House events**. The events drew thousands and featured live, interactive elements including information sessions, question-and-answer sessions, one-one-one virtual tours and more as part of a college-wide recruitment effort.
- › The pandemic's interruption of **encore** magazine spurred the development of a permanent online platform for connecting with alumni and community stakeholders. The new site encore.niagaracollege.ca provides a timely, dynamic and engaging platform for sharing profiles, college news and alumni connections.



Zoom Celebrations for Convocation



Encore Magazine Gets the Virtual Treatment



Niagara College @niagaracollege · Mar 23

A new workshop series is expanding educational opportunities for those affected by mental health and addiction issues.

The free, seven-part series is the result of a collaboration between @CAMHnews and NC.

Read the full story



Niagara College collaborates with CAMH to create new workshop series... School of Community Services faculty members Jessica Morris (left) and Ann Marie Raos (right) stand with associate dean Carol Phillips (middle...
niagaracollege.ca

NC Collaborates with CAMH on Mental Health

- Those experiencing mental illness and addiction have expanded educational opportunities thanks to a **collaboration between Niagara College and the Centre for Addiction and Mental Health (CAMH)** – Canada's largest mental health and addiction teaching hospital. Called **ExperieNCE: Working in Groups**, the workshops are available through the CAMH Recovery College, which is focused on supporting people through education and creating pathways for opportunities they may not have had. The series is open to participants who self-identify as having lived experience with mental health, addiction and/or substance abuse challenges.
- The College acted quickly in February 2021 to introduce a **new accelerated Personal Support Worker program** on the heels of a new provincial initiative to address heightened demand for PSWs. The new program significantly expands training opportunities

at Niagara so that participants can graduate with full credentials within five months (20 consecutive weeks) and help fill demand for more PSWs in response to the COVID-19 pandemic. This new rapid-training program fulfills professional requirements by increasing the number of study hours per week using online and in-person learning. Students will complete courses online and participate in labs on campus or in care settings.

- Also in February 2021, Niagara's two postsecondary institutions introduced a new way to support aspiring Labour Relations and Human Resources professionals in the region and beyond. Thanks to a collaborative agreement between Brock University and Niagara College, Brock Labour Studies students will soon have an option to combine a degree in Labour Studies with a Human Resources Management graduate certificate from Niagara College.

Advisory College Council

Chaired by Senior Vice President of College Operations, Pam Skinner, the Advisory College Council (ACC) met in October 2020 and January 2021. Council members were consulted on a number of key strategic initiatives including: the Diversity & Inclusion Taskforce, the College's COVID-19 safety protocols, the Employee Engagement Survey, and for a dedicated meeting of the President's Conversations Tour, a set of open discussions to help inform the development of the next Strategic Plan.

The ACC continues to act as an engaged and focused group, and provides the college an invaluable opportunity when seeking feedback regarding ongoing 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 2020-21 Council members are listed below in appreciation of their service to the Council:

- | | |
|--|--|
| <ul style="list-style-type: none"> Amal Driouich, Research & Innovation | <ul style="list-style-type: none"> Laura Fakla, International |
| <ul style="list-style-type: none"> Brett Stevens, Community Employment Services | <ul style="list-style-type: none"> Matt Sajn, Academic & Liberal Studies |
| <ul style="list-style-type: none"> Charles Kopun, Media, Technology & Trades | <ul style="list-style-type: none"> Maxine Semple, International |
| <ul style="list-style-type: none"> Chris Allan, Student Administrative Council | <ul style="list-style-type: none"> Mofopofoluwa Akomolafe, Student Administrative Council |
| <ul style="list-style-type: none"> Derek Schulze, Business, Tourism & Environment | <ul style="list-style-type: none"> Olaf Mertens, Canadian Food & Wine Institute |
| <ul style="list-style-type: none"> Dina Fox, Student Services | <ul style="list-style-type: none"> Samantha Jemison, Student Administrative Council |
| <ul style="list-style-type: none"> Jennifer Siemens, Business, Tourism & Environment | <ul style="list-style-type: none"> Shari Walsh, Student Services |
| <ul style="list-style-type: none"> Jessica Morris, Community & Health Studies | <ul style="list-style-type: none"> Tom Price, Student Administrative Council |
| <ul style="list-style-type: none"> Katie McQuestion, Campus Safety & Parking Services | <ul style="list-style-type: none"> Tony Walker, Academic & Liberal Studies |
| | <ul style="list-style-type: none"> Wendy Dueck, Development & Alumni |

Student Achievements

- › **Courtney Zahara**, (Event Management, 2020) didn't let the global pandemic stop her from launching her career or even starting her own business. She tapped into her entrepreneurial spirit and launched Rare Collectives: a swimwear and apparel business, which focuses on looking and feeling good – inside and out. The early success of her start-up has already led Zahara back to NC to share words of wisdom with current students as the featured guest of NC's **Ask an Alumni Anything** series.
- › **Students from the Child and Youth Care program** worked with local agencies including the RAFT, the John Howard Society Niagara and Youth Wellness Hub Niagara, Faith Welland and Our Centre. As part of the Giving Back Project, students created various programs with the agencies to gain-real world experience in community support and implementation.
- › Brewmaster student **Shane Wright** won the top prize at Project Brew in January 2021 with a sweet stout, capturing a \$1,500 scholarship from the Matt Soos Memorial Fund, established in honour of alumnus Matt Soos, who passed away after graduating five years ago.
- › **Maria Jose Torres Vargas**, who graduated from the Environmental Management and Assessment program in 2020 and from Environmental Technician in 2019, became the first NC student to become certified as a Living Planet Leader from the World Wildlife Fund Canada's Living Planet @ Campus program, which recognizes students for leadership in environmental sustainability on campus and in the community.
- › While on placement with Ability Online, Child and Youth Care student **Alicia Woodhouse** devised a way to help the web-based social-support agency whose annual fundraiser was cancelled due to the pandemic. Woodhouse approached her employer and helped launch a nationwide campaign at J. Crew Factory stores to donate a portion of every purchase to Ability Online.
- › **32 Niagara College Knights** received the Canadian College Athletic Association's National Scholar Award, which recognizes the outstanding academic accomplishments of student-athletes who finish the season with a 80+% average in their academic program.
- › Public Relations student **Ashlan MacDonald** was announced as one of two winners of the Canadian Public Relations Society Hamilton Chapter Student Award of Excellence in June 2020. The award is given annually to one or two students graduating from full-time postsecondary undergraduate or post-graduate certificate PR programs in Hamilton, Halton and Niagara.
- › The Niagara College Student Administrative Council's **Laughing Out Loud (LOL) Club** received the Outstanding School Gay-Straight Alliance Award in June 2020, recognizing a student-run group that focuses on supporting the young members of the LGBTQ+ community of Niagara in a positive and impactful manner.



Courtney Zahara



Maria Jose Torres Vargas



Shane Wright



CCAA Scholars (Curling Team)

Staff Achievements

The 2020 NC Awards of Excellence were presented at the College's annual Niagara Day event in October. The awards celebrate achievements of faculty, support staff and administrative employees. The 2020 awards were presented virtually to the following employees:

- › **Christine Wilkinson**, Coordinator, Recreation Therapy
- › **Shirley Gilmour**, Assistant to the Associate Dean, Academic and Liberal Studies
- › **James Butko**, Associate Dean of Liberal Studies
- › Horticulture professor **Mary Jane Clark** was featured in the April 2021 edition of Landscape Ontario magazine, profiling her love of plants, career journey, and experience teaching NC students.
- › Human Resources professor **Holly Catalfamo** channeled her passion for equity, inclusion and diversity in a new book

co-authored to help women break through barriers in the workplace. **The Invisible Rules: What's Really Holding Women Back in Business – and How to Fix It** shows women how they can overcome biases and how organizations can achieve gender equity.

- › Landscape Technician Professor and program Coordinator **Carrie Zimmerman** was featured in the February 2021 edition of **Landscape Ontario** magazine, discussing her experience as a teacher, her love of the landscape/horticulture profession, and the pride she felt after her students won the **Come Alive Outside Design Challenge** in October 2019.
- › Professor **Paul Zammit** was awarded the 2021 Garden Communicator Award by **Landscape Ontario** for his outstanding work in the industry; the award is presented to

an individual who has consistently produced high level, quality work in the field of horticulture through his or her efforts in communication. By leveraging his experience and media contacts, Zammit promoted the reopening of independent garden centres through interviews with CBC. He also brought attention to the **Front Line Hero Garden Makeover Program** on his weekly summer gardening segment with Gill Deacon on CBC's **Here and Now**.

- › In February 2021, a team of Niagara College Knight Walkers faced the winter chill head-on to raise funds and awareness for the Open Arms Mission of Welland through the **Coldest Night of the Year** event. The team raised more than \$16,000, led by hairstyling professor Joe Abbruscato.



Christine Wilkinson



Shirley Gilmour



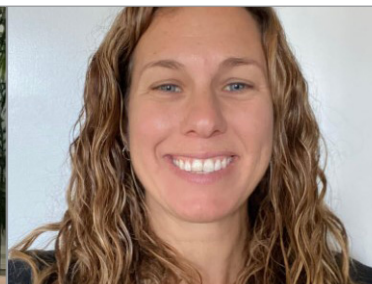
James Butko



Mary Jane Clark



Holly Catalfamo



Carrie Zimmerman



Paul Zammit

- › Former senior vice president, Academic and Learner Services, **Dr. Steve Hudson**, was honoured with an emeritus designation and a scholarship in his name, following his retirement from Niagara College in August 2020. The Board named Hudson Senior Vice President Emeritus to honour his outstanding contributions to the College in his 20-year career at NC.



Dr. Steve Hudson honoured with scholarship and Emeritus Title

- › The Niagara College Student Administrative Council's executive director **Steve Kosh** was honoured for his commitment to enhancing student life on campus. The Canadian Organization of Campus Activities (COCA) presented Kosh with the 2020 Norman Earle Taylor COCA Founders Award, marking the first time a NCSAC employee has won the award. COCA is a national organization that focuses on improving the student experience and enhancing student-life at post-secondary campuses across Canada. The organization connects

students with industry experts, as well as the associates that live and breathe campus events, marketing, clubs, and professional development.

- › The Canadian Basketball Officials Commission (CBOC) recognized **Michele O'Keefe**, NC's associate director, Athletics and Recreation, with a 2020 CBOC Executive Award of Merit for her significant contributions to the committee. O'Keefe is also the newly elected chair of SPORT4ONTARIO's Board of Directors, a not-for-profit organization dedicated to the promotion of sport and physical activity in Ontario.



Steve Kosh



Michele O'Keefe

College Recognition



NC receives United Way Community Service Award

- › In March 2021, Niagara College received the United Way Niagara's Longstanding Community Service Award, presented to an organization that has demonstrated exceptional support of United Way for a significant period of time. Through personal donations and a variety of events and initiatives, NC employees have raised more than \$800,000 for the United Way since 1991.
- › The newest collaborative student space at Niagara College's Welland Campus was recognized for its outstanding interior design. The 35,000-square-foot Student Commons, designed by Toronto-based architecture and interior design studio, **Gow Hastings Architects** – was presented the top award for interior design by Loop Design Awards. The Loop Design Award marks the fourth award for the space, which has also received the SBID

award, Interior Designers of Canada Value of Design Award, and Canadian Interiors Magazine 2018 Best of Canada Design Competition.

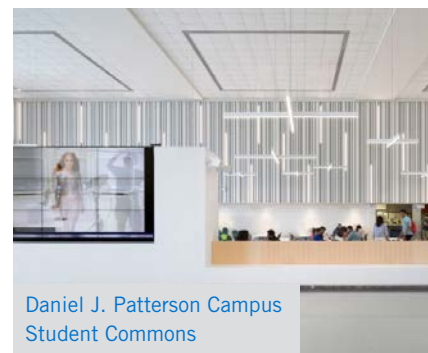
- › The Daniel J. Patterson campus in Niagara-on-the-Lake captured an Award of Excellence from the Niagara Biennial Design Awards. Celebrating design excellence throughout Niagara, the 2020 awards announced 18 winning projects – among 68 submissions – in November. The Student Commons has been central to student life at the Niagara-on-the-Lake campus since it opened in 2016, doubling the space of the previous cafeteria. The contemporary student hub offers students a welcoming, social and collaborative environment.
- › The **NC Teaching Brewery** earned a trio of medals at the 2020 Ontario Brewing Awards: Gold for Beer



Welland Campus Student Commons

101 Bock in the Amber Malty European Lager category; Silver for Beer 101 Strong in the Strong British Ale category; and Silver for Beer 101 Saison in the Strong Belgian Ale category. Beer 101 Bock also won a silver at the Canadian Brewing Awards

- › President Emeritus **Dan Patterson**, who concluded his 25-year tenure as NC President in February 2020, received Colleges and Institutes Canada's (CICan) 2020 Distinguished Service Award, an honour given to him by his peers on CICan's Presidents' Leadership Network. The award recognizes Patterson's remarkable contributions to Niagara College and Canada's postsecondary landscape during his distinguished career.



Daniel J. Patterson Campus Student Commons



President Emeritus Dr. Dan Patterson

Welcoming New Vice Presidents

In 2020-2021, Niagara College welcomed three new Vice Presidents following the retirement of Senior Vice President Academic & Learner Services, Dr. Steve Hudson, and the appointment of former Senior Vice President International, Sean Kennedy, as the College's sixth President.



Fiona Allan,

Vice President Academic, began her career at Niagara College as a professor, program coordinator and chair of English Language programs. Transitioning to roles as director of Workforce Development, dean of Academic and Liberal Studies, and associate vice president, Academic, Fiona has provided outstanding academic leadership at Niagara College. Fiona has worked closely with our local employers and industry cultivating relationships and partnerships to ensure the currency of our programming, and availability of placements and experiential learning opportunities for students.

Fiona also served as the founding campus principal of our female campuses in Al Ahsa and Al Majma'ah and as the Partner Dean to our capacity-building project at Madinah College of Technology for Women in Saudi Arabia. As Vice President, Academic, Fiona leads the College's academic schools and Centre for Academic Excellence.



Sean Coote,

Vice President, International, has been part of the Niagara College community for more than 25 years, beginning his career as a summer-program coordinator in the International department and progressing to an International student advisor, manager of International Recruitment and Services, and director, International.

Under his leadership as the director, International for 11 years, international enrolments at Niagara College grew to over 4,000 students from more than 100 countries in post-secondary programs across the College, along with strong growth in programming and enrolments in the School of English Language Studies, including the launch of a Teaching English as a Second Language (TESL) graduate certificate. In addition, Sean has stewarded many successful global institutional partnerships and capacity-building projects, and was instrumental to the successful launch of the College's training programs and campuses in Saudi Arabia.

Sean is Niagara's first alumnus to serve as a Vice President and leads the College's global engagement initiatives; international student recruitment, admissions, and student services; School of English Language studies, and global partnerships, campuses and training.



Rick Anderson,

Vice President, Student Success, rejoined the Niagara College community in 2021 after serving as Vice President, Student Affairs at St. Lawrence College. Rick previously served as Director, Student Services and interim Vice President Student Affairs at Niagara College from 2012 – 2016.

Rick is an experienced senior leader in the Ontario college system. He began his career in the public college sector more than 15 years ago as Aboriginal Program and Services manager at Mohawk College, progressing to roles as Registrar at both Mohawk and St. Lawrence colleges, before joining the Niagara College team.

Rick's appointment marks an important milestone for Niagara College, as he is the College's first Indigenous Vice President, and leads the College's Athletics and Recreation, Enrolment Services, Marketing and Recruitment, and Student Services teams.

Report on 2020-2021 College Goals

A. Annual Operational Goals

2020 - 2021	Outcome
Strategic Direction 1: Culturally and Globally Engaged	
A1 – Support community and industry partners in post-Covid-19 recovery.	- Secured proposals to train over 200 additional Personal Support Workers provincially and regionally with long-term care partners. - Obtained approval for Training Delivery Agent status in three new trades (General Carpenter, Industrial Millwright, Industrial Electrician) as well as approval for 4 pre-apprenticeship programs to expand our trade offerings. - Collaborated with Niagara Region on a webinar to help not-for-profits pivot to online fundraising. - Implemented five COVID-recovery projects to help SMEs adapt to COVID-related challenges.
A2 – Update the College's Global Business Strategy.	- Strategy update delayed to align with the college's new strategic plan development and in light of pandemic impacts. - Consultation with Priorities and Planning occurred in April 2021 and Board of Governors consultation planned for September retreat.
A3 - Plan and implement initiatives to advance Equity, Diversity & Inclusion at Niagara College.	Diversity & Inclusion Taskforce launched to develop a blueprint that will identify the college's goals for inclusion and diversity and the broad actions required to meet these goals. The Centre for Academic Excellence continues to develop and offer Equity in Education webinar series, with new workshops added regularly dealing with a range of EDI issues as they relate to teaching and learning.
Strategic Direction 2: Experientially Focused	
A4 – Within an emerging provincial framework, complete a needs analysis to identify industries that require micro-credentials and plan an appropriate suite of offerings.	- Designed strategy, framework, processes, and systems for development and delivery of micro-credentials. - Created an internal inventory of existing micro-credentials and a priority list for micro-credential development related to labour market needs. - Participated in provincial discussions on quality assurance of micro-credentials.
A5 – Assess remote and alternative delivery options to enhance credential and micro-credential accessibility.	- Course-assessment tool for online courses under development. - Learning Management System assessed for upgrade. - Designed professional development workshops and webinars on best practices in online learning that are available on an ongoing basis.
A6 - Enhance the accessibility of Enrolment and Student Services through remote and online options.	Enrolment Services - Introduced LauNCh: Getting Started at NC, a guide that connects students to important tools and documents to get their studies off to a strong start and become familiar with important systems, digital learning platforms, and campus support services - Introduced live chat platform for students and applicants. - Implemented virtual advising appointments in Financial Aid, Admissions, Records & Registration, along with a suite of other related virtual services. Engagement, Advising, Career and Co-op - Virtual offerings for students included Orientation, multiple Zoom Help & Transition sessions, KickSTART sessions, and live Question and Answer sessions with Academic Advisors and International Student Advisors. - Suite of virtual programming and supports offered to students seeking employment, co-op and other Work-Integrated Learning (WIL) experiences as part of their academic requirements. Health, Wellness, and Accessibility Services - Implemented new software to facilitate virtual intake processes for students in Counselling and Accessibility Services. - Introduced a new virtual Wellness Lounge and virtual wellness offerings. - Implemented new software to enable students to securely upload medical documentation. - Offered virtual workshops via MS Teams and Blackboard Collaborate.

Strategic Direction 3: Creative, Innovative, and Entrepreneurial Thinking	
A7 – Explore new innovative projects to broaden the College’s research outreach with emphasis in the Agricultural & Environmental sectors.	• Greenhouse Technology Network (GTN): Hired and on-boarded a GTN Project Manager and a Research Lead for AETIC to design and execute greenhouse and horticultural projects. Research project recruitment underway with one project officially launched and several more in the scoping stage. • New Niagara College greenhouse: Design by architect underway. • Great Lakes & St-Lawrence Innovation Centre (GLaSIC): Continued engagement and collaboration with several stakeholders/partners to advance the GLaSIC initiative. • CannaResearchBunker: Installation complete and project recruitment underway with four projects in the scoping stage. The new bunker will allow for additional cannabis research to take place with greater industry engagement and participation.
A8 – Develop a strategy for fundraising and development in a post-COVID-19 environment.	• The development of a fulsome strategy will take place in tandem with the College strategic planning exercise. • Conducted first crowd-funding campaign in partnership with NCSAC on their Nourishing Minds Fund. • Initiated restructuring of alumni database to support strategic decision-making related to fundraising.
A9 - Explore initiatives to support efficient working, effective teaching, and a quality learning experience through remote, online and on-campus deliveries in a COVID-19 environment.	• Building capacity in digital delivery through supports for students and staff – applied for ECampus funding to enhance NC digital-delivery resources and open educational resources development. • Hired an Educational Technologist in digital teaching and learning to support digital development of academic programming. • Options assessment underway to enhance NC’s learning management system.
A10 - Explore opportunities with education providers to offer NC academic programs beyond the Niagara Region.	• Public College – Private Partnership (PCPP) with Toronto School of Management (TSOM) application approved and successfully launched.
Institutional Foundation: Collaborative and Resourceful	
A11 – Implement the principles of the College’s new Master Plan and develop the next phase of capital projects to enhance Niagara College’s facilities in changing learning and working environments.	• A formal roll-out of the approved Master Plan was delayed due to the pandemic. A soft roll-out was completed in Fall 2020, including briefing of key government stakeholders and update of the Master Plan website. • Prepared three “shovel-ready” capital proposals to bring forward as funding sources are announced or otherwise available.
A12 – Launch process to develop the College’s next Strategic Plan.	• Process successfully launched, with a steering committee established, website developed, and consultations underway.
A13 – Develop new measures to assess student satisfaction and success.	• Developed and launched the Program Experience Survey (PES) to measure student perceptions in three areas of program quality – essential employability skills, vocational learning outcomes, and course electives. PES also collects feedback on applied and work-integrated learning experiences, and students’ reasons for choosing Niagara College.

*2020/2021 Key Performance Indicator results have not been released by the Ministry of Colleges and Universities (MCU). Once released, results will be posted to the following website: <https://www.niagaracollege.ca/planning-and-institutional-research/statistics/overall-consolidated-kpi-results/>

B. College/Brand Performance Indicators (CPI)

2017-2021 CPIs	Strategic Result (2017-2021)	Annual Result	Commentary on Activity/ Progress (result vs expectation)
1. % Programs with work-integrated learning (co-op, applied research, work placements, etc.)	100%	85.86%	- October 2020: 85.86% (85/99 programs) * WIL components are added to programs through the cyclical program-review process
2. # Applied Research Projects (industry engagement), Research \$	200 projects, \$10 million research activity	137 projects, \$18.7 million research activity	Reached \$18,661,114.40, 137 projects in 2020-21
3. College Retention (% students Term 1 to Term 2)	90%	83.2%	Term 1 to Term 2 retention is 83.2% (Fall 2020 to Winter 2021).
4. Student satisfaction with facilities/services	80%	N/A	Results not available due to the cancellation of the province-wide KPI Student Satisfaction Survey.
5. Student Diversity - out of region (domestic and international)	50% out of region (domestic and international)	54%	September 2020: 54.0% (4,730/8,760)
6. Balanced Budget	1% surplus	\$102,926	As reflected in the audited financial statements, the operating result of the College was positive with an operating surplus of \$102,926 or 0.1% as at March 31, 2021.
7. % students accessing international study/work travel opportunities	10% of domestic student	N/A	- All travel halted due to global pandemic. - Received two federal grants in support of development of future study-abroad initiatives. - Continuing virtual exchange opportunities with several partner universities.

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.
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.

Financial Strength (2020-2021)

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

As reflected in the audited financial statements, Niagara College achieved an operating surplus of \$102,926 or 0.1% as at March 31, 2021.

While the sudden onset of COVID-19 last March has had a significant effect on our operations and enrolments in 2020-2021, Niagara College had the benefit of entering the pandemic from a solid financial position thanks to responsible fiscal management, a strong cash balance and the strategic investments of previous surpluses to fund capital projects, allowing us to enhance our learning environments and expand capacity without incurring debt.

In response to the adverse impact, the COVID-19 pandemic has caused to the College's revenue streams and uncertainty regarding ability for both domestic and international students to attend campus for in-person learning, the College worked across the organization to re-calibrate expenditure plans throughout the fiscal year to mitigate the impacts of the in-year revenue loss. In late March 2021, the College received one-time funding from the provincial government to support increased pandemic costs related to in-person classes, online/remote learning, increased bursaries and other student supports. This unexpected funding has allowed the College to avoid a draw down of the planned reduction of the internally restricted reserve approved in the 2021/2022 budget and will help to ease cost pressures in the first quarter of 2021-2022 as we continue to navigate the third wave of the pandemic.

The surplus of \$102,926 has allowed Niagara College to maintain a positive balance in the unrestricted reserve in the amount of \$1.4 and transfer \$2.5 million to the internally restricted net assets. The internally restricted net assets was increased to \$15.8 million allowing the College to maintain the contingency portion of the fund at \$10 million to further mitigate impacts of COVID-19 in the subsequent fiscal year(s) and \$5.8 million for future capital investments.

Year ended March 31, 2021 *(in thousands '000)*

Revenue	
Grants and reimbursements	\$ 60,710
Student tuition and fees	78,456
Ancillary operations	6,211
Other	13,001
Earnings from Niagara College KSA	2,436
Amortization of deferred contributions	6,454
Total Revenue	\$ 167,267
Expenses	
Salaries and benefits	\$ 109,310
Non-salary expenditures	40,968
Flow through funds to third parties	5,394
Amortization of capital assets	11,492
Total Expenses	\$ 167,164
Excess of revenues over expenditures	\$ 103

Summary of Advertising & Marketing Complaints

For the period April 1, 2020, to March 31, 2021, 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