

Multi-Year Accountability Agreement (MYAA) 2009-10 Report Back

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OVERVIEW

Through the 2008-09 MYAA Report-Back process, *Sault College* was asked to identify how institution-specific access and quality improvement strategies for 2006-07 to 2008-09 would be extended, consolidated and/or best practices applied in 2009-10. *Sault College* was also asked to outline how the impact of these access and quality improvements would continue to be monitored over the 2009-10 transition year. As in previous years, the Ministry will withhold a portion of Sault College's 2010-11 allocation until the completion of the 2009-10 Report Back review and confirmation that *Sault College* is on track for meeting its commitments or has an improvement plan in place, and is approved by the Ministry.

PRE-POPULATED DATA CONTAINED IN THIS REPORT BACK TEMPLATE

Where possible, the Ministry has pre-populated this Report Back template with data from a variety of existing reports (e.g. Key Performance Indicators) and data sources (e.g. Enrolment, Student Access Guarantee) to help streamline the Report Back process. All of the pre-populated data in this Report Back has been collected from confirmed institutional sources.

DEADLINE FOR SUBMISSION TO THE MINISTRY

The deadline for *Sault College* to complete and submit this template to the Ministry is *September 30, 2010*. Please ensure the completed 2009-10 Report Back has Executive Head approval prior to submitting to the Ministry. The 2009-10 Report Back will constitute part of the public record, and as such, must be made available on *Sault College*'s website. Please ensure *Sault College*'s completed 2009-10 Report Back is posted at the same location on *Sault College*'s website as its Multi-Year Action Plan.

CONTACT

For any questions regarding this Report Back template, please email Perry Gordon, Senior Policy Advisor, Colleges Unit at Perry.Gordon@ontario.ca or telephone (416) 325-4026.

Sault College Last Updated: September 29, 2010 Page 1 of 29



PART 1: 2009-10 SYSTEM WIDE INDICATORS

- The 2009-10 Report Back has been changed from previous years' format to collect information only on system-wide indicators and will reflect and report on progress on Sault College's commitments regarding access, quality and accountability as outlined in the original accountability agreements.
- The 2009-10 Report Back is also requesting data on credit transfer, online learning and international students. This is in keeping with the governments strategic priorities and as per discussions with Colleges Ontario and Council of Ontario Universities. This will allow the Ministry to benchmark and track progress on new key initiatives such as achieving a 70% PSE attainment rate while continuing to measure progress on Reaching HigC.sDiuajct ves .The 2ata oollect d from pte 2009-10 Report Tj 0 g 1 0 0





2) Under-Represented Students: Students with Disabilities*, First Generation* and Aboriginal*

*DEFINITION: Students with disabilities is the total number of students with disabilities (excluding apprentices) registered with the Office for Students with Disabilities and reported in Table 1 of the institutions' annual report to the Ministry for the Accessibility Fund for Students with Disabilities Fund (AFSD).

*DEFINITION: First Generation is a student whose parent(s)/guardian(s) has/have not attended a postsecondary institution. If a sibling of the student has attended a postsecondary institution but the parent(s)/guardian(s) have not, the student is still considered a First Generation student.

Parents/Guardians: one or more adults, over the age of 21, who are legally responsible for the care and management of the affairs of the student.

Postsecondary Attendance: have attended (but not necessarily having obtained a credential from) any institution of higher education in Ontario or elsewhere including outside Canada after high school (includes programs that lead to a postsecondary credential e.g. degree, diploma, certificate).

*DEFINITION: Aboriginal is a collective name for the original people of North America and their descendants. The Canadian Constitution, Constitution Act 1982, recognizes three groups of Aboriginal peoples - Indians (First Nation), Métis and Inuit. These are three separate peoples with unique heritages, language, cultural practices and spiritual beliefs.

Sault College Last Updated: September 29, 2010 Page 4 of 29



• For the following, please include full-time and part-time, but not international students.

Students With Disabilities	First Generation Students	Aboriginal Students
Please indicate the total number of students with disabilities at Sault College who registered with the Office for Students with Disabilities and	Please indicate the total number of <i>First Generation students</i> enrolled at <i>Sault College</i> in 2009-10= <u>363</u>	Please indicate the total number of Aboriginal students enrolled at Sault College in 2009-10= 399
received support services in 2009-10= 311	Please indicate the number of <i>First Generation students</i> enrolled at <i>Sault College</i> in 2009-10 who were:	Please indicate the number of <i>Aboriginal</i> students enrolled at Sault College in 2009-10 who were:
Please indicate the number of <i>students</i> with disabilities at Sault College who registered with the Office of Students for Disabilities and received support services in 2009-10 who were:	Full-time: <u>341</u> Part-time: <u>22</u> Total (Full-Time + Part-time): <u>363</u>	Full-time: <u>375</u> Part-time: <u>24</u> Total (Full-Time + Part-time): <u>399</u>
Full-time: 292 Part-time: 19 Total (Full-Time + Part-time): 311	Please calculate as % of Enrolment Headcount: (Insert Total From Above) 363	Please calculate as % of Enrolment Headcount: (Insert Total From Above) 399 ÷ 1.887 (pre-populated by the Ministry)
Please calculate as % of Enrolment Headcount:	÷ 1,887 (pre-populated by the Ministry) (Enrolment Headcount from Page 3) x 100 = 19.2%	(Enrolment Headcount from Page 3) x 100 = <u>21</u> %
(Insert Total From Above) 311 ÷ 1,887 (pre-populated by the Ministry) (Enrolment Headcount from Page 3) x 100 = 16.5%		



Students With Disabilities	First Generation Students	Aboriginal Students
In the space below, please provide one or more examples of promising practices that Sault College used in 2009-10 to develop and maintain results for students with disabilities.	In the space below, please provide one or more examples of a promising practice that Sault College used in 2009-10 to develop and maintain results for First Generation students.	In the space below, please provide one or more examples of a promising practice that Sault College used in 2009-10 to develop and maintain results for Aboriginal students.
In 2009-10 the Disability Services Office, the Health Sciences dept and the Community Services dept worked collaboratively to develop a process to accommodate students with disabilities within their clinical or placement. A series of meetings resulted in an improved process which involves communication between the student, faculty, the placement site and the counsellor.	In 2008, Sault College initiated a First Generation Pilot Project named "Being the First." This project which carried through the 2009-2010 year aimed to collect stories from successful First Generation graduates and current students. The stories were compiled into a promotional book that was then sent out throughout the region to local school boards, First Nation communities, organizations and other groups. In addition the College initiated internal support services geared toward First Generation student success. These included support groups and social events. Future efforts are planned including to build on the retention activities from the pilot project. First Generation student services will include student mentoring, orientation, tutoring, social events, and other key activities. Sault College is also committed to training its employees on the specific challenges First Generation students face and how to overcome them.	Native Education in partnership with the Metis Nation of Ontario implemented an Aboriginal Apprenticeship Centre on campus. This project intends to create a proactive approach to addressing the skilled trade's shortage in Ontario and will focus on improved programs and support services for Aboriginal candidates wanting to enter the field of skilled trades and apprenticeship. The central goal of the initiative is to improve services for Aboriginal participants through a service model that provides culturally appropriate guidance, mentorship and other supports to assist Aboriginal people to register and successfully complete apprenticeship programs.



3) Compliance with the Student Access Guarantee (SAG) in 2009-10

Through its signed MYAA, Sault College committed to participate in the Student Access Guarantee. For 2009-10, this means
meeting students' tuition/book shortfall in allocating financial aid, as set out in the 2009-2010 Student Access Guarantee
Guidelines.



4) The Student Access Guarantee (SAG) for 2010-11

As an extension of the commitments made under the original MYAAs, your institution will participate in the SAG (including the new Access Window which allows Ontario students to identify costs and sources of financial aid). The detailed requirements for participation in the student access guarantee are outlined in the 2010-11 Student Access Guarantee Guidelines.

For 2010-11, institutions will be required to automatically provide aid towards the tuition/book shortfalls of students attending first-entry programs.

Provide a brief description of your strategy for implementing this change, including how this aid will be issued at your institution, your plans for the timing of aid, whether aid will be applied against tuition or as direct payments, and how recipients will be notified.

Identify whether your institution plans to provide loan assistance in values greater than \$1,000 to meet tuition/book shortfalls of students in any of your second entry programs. If so:

- a) Identify the programs by name and by OSAP cost code;
- b) Describe how you determine how much loan aid to provide.

Sault College has always automatically provided aid towards the tuition/book shortfalls of students attending first-entry programs. In fact, Sault College's practice was used as an example when the new process for the Student Access Guarantee (SAG) was developed. SAG funding is provided directly to most students in January at the time of the second disbursement of OSAP funding. Students are advised of their eligibility and the process to receive the aid by letter in November. Students registered for the Fall semester only will receive their SAG aid in late November.

Sault College is able to provide SAG bursary assistance using TSA funds for the limited number of students in second entry programs and therefore has no plans to offer "loan" assistance at this time.

5) Participation in the Credit Transfer System

• The following data is per the College Graduate Outcomes Survey:

Survey Years	Total # of Sault College graduates who participated in Graduate Survey (A)	# of Sault College graduates who participated in Graduate Survey who indicated that they were enrolled in a university in Ontario at six months after graduation (B)	% of Sault College graduates who participated in Graduate Survey who indicated that they were enrolled in a university in Ontario at six months after graduation (B ÷ A x 100)	Total # of all college graduates who participated in Graduate Survey	# of all college graduates who participated in Graduate Survey who indicated that they were enrolled in a university in Ontario at six months after graduation	% of all college graduates who participated in Graduate Survey who indicated that they were enrolled in a university in Ontario at six months after graduation (D ÷ C x 100)
2005-2006	480	18	3.8%	42,333	2,716	6.4%
2006-2007	557	21	3.8%	44,309	3,449	7.8%
2007-2008	518	7	1.4%	44,622	3,510	7.9%
2008-2009	480	22	4.6%	43,086	3,145	7.3%
2009-2010	440	29	6.6%	40,388	2,725	6.7%



- Per the College Graduate Outcomes Survey for 2008-2009 and 2009-2010 (based on 2007-2008 and 2008-09 graduates), the percentage of *Sault College* students who were satisfied or very satisfied with academic preparation for university was 86.8%.
- Per the College Graduate Outcomes Survey for 2009-2010 (based on 2008-09 graduates), the percentage of all college students who were satisfied or very satisfied with the transition experience to universities in Ontario was <u>81.9%</u>.
- Please provide any additional comments regarding transition experience either from college to university or college to college.

The Transition Porgram has been designed to help students with a documented learning disability make a successful transition from High school or the workforce. The free program begins a week prior to the first day of school. It is designed to help incoming students develop a better understanding of their disability, their rights, and their responsibilities. Students discover on-campus resources, services, and facilities while exploring learning strategies such as note-taking, test-taking, study skills, time managements, organization and assistive technology. Students also meet with counsellors to identify accommodations, strategies, and resources before the start of the academic year. It is also an opportunity to learn their way around the campus, meet new friends, and build a support network. Students get a head start by getting a locker, student card, parking passes and textbooks.

NOTE: The Ministry recognizes that this is a census survey in which the response rate is approximately 66%. The Ministry also recognizes that this only captures college graduates who have transferred within 6 months of graduation and is not the complete picture of college-university transfer students. The Ministry anticipates that as data collection systems in institutions evolve, this data will become more complete. The Ministry is developing long-term indicators for credit transfer in consultation with the sector.



6) Class Size

• Please provide the number and percentage of all first-year classes (all programs) at **Sault College** in 2009-10 that were:

Class Size	Number of Classes	Percentage of Total Classes
Less than 30 students	27	50.9%
30 to 60 students	26	49.1%
61 to 100 students	0	0%
101 to 250 students	0	0%
251 or more students	0	0%
Total	53	100%



• Please provide one or more examples in the space provided below of a promising practice that **Sault College** used during 2009-10 regarding class size. A promising practice could be a strategy, initiative or program viewed by the institution to be an innovative practice, success story and/or key accomplishment that the institution would like to highlight.

Our recent partnership with Fanshawe College is truly a success story. Our Aircraft Structural Repair program, winner of a National award for excellence, was lacking interest in a Northern Ontario market. With a partnership that was created in 2009, the program now operates on the Fanshawe Campus in southern Ontario serving many laid-off second career automotive workers. We are happy to report that the program has been filled since its inception in London Ontario.			





8) International

DEFINITION: International Enrolment is the headcount of full-time international students at the institution including students who are both eligible and ineligible for funding consideration.

- Sault College reported to TCU that International Enrolment in 2009-10 = N/A.
- In 2009-10, Sault College reported to TCU the following top 3 source countries for international students:
- Please provide the number of For Credit outbound students and inbound students participating in student exchanges/study abroad/internships/international experiences *Sault College* had in 2009-10:
 - Outbound students = **0**
 - Inbound students = 6
- Please provide the gross revenue from international student tuition in Ontario in For Credit academic programs at *Sault College* in 2009-10 = \$56,958
- Please provide the gross revenue for off-shore activities including campuses, development and enterprise projects, contract training and partnerships that *Sault College* had outside of Canada in 2009-10 = **\$0**

Sault College Last Updated: September 29, 2010 Page 15 of 29



• Please list in the table below all For Credit, Stand-Alone campuses Sault College operated abroad in 2009-10, including city, country and total enrolment for each campus:
 Please provide one or more examples in the space provided below of a promising practice that Sault College used during 2009-10 to develop and maintain results for international activities. A promising practice could be a strategy, initiative or program viewed by the institution to be an innovative practice, success story and/or key accomplishment that the institution would like to highlight.
We are in the process of creating a partnership with Algoma University to coordinate International Student services such as English as a Second Language (ESL) training, homestay and special event organization given that both institutions have smaller number of International students on campus. In addition, we are working with Algoma University to align some of our recruitment efforts. For example, in the future Algoma University may attend some recruiting opportunities (fairs) and have both their promotional material as well as ours to hand out, while Sault College will attend others offering the same information. We are further considering offering a common handout for students who may want to take advantage of a degree to diploma program or a diploma to degree program with both organizations. Further to this we are developing a new International student handbook, webpage, and promotional handouts that will be translated into various languages (dialects of Chinese, Korean, Indian, Spanish).



9) Supply Chain Compliance

As confirmed in the memo from the Broader Public Sector (BPS) Supply Chain Secretariat at the Ministry of Finance dated March 24, 2010, BPS organizations, including colleges, that receive more than \$10 million per fiscal year from the Ministry of Training, Colleges and Universities (TCU) are required to have a Code of Ethics and Procurement, Policies and Procedures in place within the college that are consistent with the principles outlined within the Supply Chain Guideline. TCU recognizes the importance of this guideline in supporting the postsecondary education sector to achieve a common standard of supply chain excellence and to carry out supply chain activities in an ethical, efficient and accountable manner.

- Please confirm that in 2009-10 Sault College adopted the Government of Ontario's Supply Chain Code of Ethics: Yes
- Please confirm that in 2009-10 **Sault College** adopted or is in the process of adopting all of the Government of Ontario's 25 mandatory requirements for Procurement Policies and Procedures: **Yes**
 - In 2009-10 did Sault College participate in the Ontario Education Collaborative Marketplace (OECM)? Yes
 - If yes, please provide the approximate total dollar value of your OECM purchases in 2009-10: 31,252
 - Please provide one or more examples in the space provided below of a promising practice that Sault College used during



10) Space Utilization

 In 2009-10, did Sault College have a Space Utilization planning process in place to assess and optimize academic space utilization? No If yes, please indicate in the space below the methodology used to inform Sault College's academic space utilization planning process: 					

• Please provide one or more examples in the space provided below of a promising practice that *Sault College* used during 2009-10 to assess and optimize academic space utilization. A promising practice could be a strategy, initiative or program viewed by the institution to be an innovative practice, success story and/or key accomplishment that the institution would like to highlight.

To accommodate the increased number of students arriving at our doors, Sault College has received the single-most largest amount of money per capita that any other College in the province. With generous funds from the Ministry of Training Colleges and Universities, and the City of Sault Ste. Marie, construction is well underway on a new 75,000 square feet academic wing consisting of flexible learning spaces and a reconfigured gateway main entrance to enhance the visibility and image of the College. The news of this project is the biggest capital announcement in the history of Sault College, making this year the most exciting year in the College's history.

The new complex will support teaching and learning activities related to the College's flagship Aviation program; a new elegant gateway entrance that will double as space to celebrate student achievements and work; learning commons on all three floors to support student demand; a 120 seat multi-media lecture theatre; 19 flexible classrooms designed in sizes from 40 to 80 seats to accommodate most programs currently in place at the college; and a dedicated Justice Studies lab with a combat training centre and forensic science lab. The new modern academic wing will benefit all students and will be a campus dream for years to come.

A new airport hangar, generously funded by the City of Sault Ste. Marie, will house our strong fleet of aircraft for our world-renown aviation technology-flight program, and maintain its leading edge on commercial aircraft training.



11) Student Satisfaction

- Per the KPI results reported in 2009-10 the student satisfaction rate at your institution for KPI Question #14 "Overall, your program is giving you knowledge and skills that will be useful in your future career" = 90.6%
- Per the KPI results reported in 2009-10 the student satisfaction rate at your institution for KPI Question #26 "The overall quality of the learning experiences in this program" = **86.3%**
- Per the KPI results reported in 2009-10 the student satisfaction rate at your institution for KPI Question #44 "The overall quality of the facilities/resources in the college" = 68.9%
- Per the KPI results reported in 2009-10 the student satisfaction rate at your institution for KPI Question #45 "The overall quality of the services in the college" = 72.1%
- Please provide one or more examples in the space provided below of a promising practice that **Sault College** used during 2009-10 to increase student satisfaction. A promising practice could be a strategy, initiative or program viewed by the institution to be an innovative practice, success story and/or key accomplishment that the institution would like to highlight.
- Campus One Card (student card) service was relocated to the Library to provide increased access for students. Students are now able to obtain a card and add photocopy value to their card during regular library hours (71.5 hours/week).
- The number of orientations to electronic resources delivered in the classroom by library staff increased by 38% over 2008/09. This resulted in an increased number of students with the knowledge and experience required to use the online resources for their assignments.
- In addition to seeking ongoing feedback through the use of comment cards, the Library offers students the opportunity twice a year (November & March) to complete a survey on library services and resources. These surveys increase student satisfaction through the opportunity to provide input and in 2009/10, the surveys resulted in the creation of new seating areas, scan-to-email functionality on the Xerox, and additional computer workstations.

Sault College Last Updated: September 29, 2010 Page 19 of 29



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• Please provide one or more examples in the space provided below of a promising practice that **Sault College** used during 2009-10 related to the achievement of the graduation rate. A promising practice could be a strategy, initiative or program viewed by the institution to be an innovative practice, success story and/or key accomplishment that the institution would like to highlight.

In 2009 - 2010, Sault College has increased efforts to focus on retention strategies that lead to student success and higher graduation rates. Program Coordinators attended and participated in a college-wide forum to discuss factors that contribute towarAs disc2009 - 2mon ess. .02, diss0 0 9 t4e diswill thefurtent success and higher





• Please provide one or more examples in the space provided below of a promising practice that **Sault College** used during 2009-10 related to student retention. A promising practice could be a strategy, initiative or program viewed by the institution to be an innovative practice, success story and/or key accomplishment that the institution would like to highlight.

Student Success Strategy sessions were offered on the following topics throughout the 2009-10 year: Time management, study skills, test taking skills, organizational skills, note taking skills, self care, study skills and how to read your text book.

Through interdepartmental efforts between the Native Education & Training department staff and BScN faculty, a multi-faceted



PART 2: OUTCOMES OF 2009-10 TRANSITION YEAR STRATEGIES

Increased Participation of Under-Represented Students - Programs/Strategies

As part of its 2008-09 Report Back, your institution was asked to provide 3 to 5 examples of how its strategies/programs to support increased participation of under-represented students would be extended, consolidated and/or best practices applied in 2009-10. Please identify the achieved results of these strategies/programs for 2009-10.

Description of Transition Year 2009-10 Strategy/Program (per the information provided in your 2008-09 Report-Back)	Achieved Results of the Transition Year Strategies for 2009-10	
First Generation Student Coordinator / Project First Generation Student Coordinator / Project: The project consists of hiring a new project coordinator to create a database of regional First Generation graduates who are willing to contribute in print and oral form their experiences and pathways to success as a postsecondary student. These personal accounts will create effective print and web-based informational material designed to initiate a dialogue between the potential student and the College about furthering education. The coordinator will work in partnership with school boards and local community organizations in the presentation and dissemination of the material.	The First Generation Pilot Project resulted in the competion and distribution of a 36-page promotional piece dedicated to the stories and experiences of First Generation students and graduates. Further work was completed on setting up the foundation for services geared First Generation students and the challenges they may face. The continued expansion and growth of these services will be the focus as the College moves forward.	
MySelf / Self-Identification Project MySelf / Self-Identification Project - Provides students with an opportunity to voluntarily and confidentially identify themselves as being of Aboriginal ancestry, of ethnic original, as a mature student, a student with disability(ies),	The Myself / Self-Identification project achieved all desirable outcomes. The tool is used regularly and provides useful data for improving planning and decision-making surrounding student success.	
Francophone, and/or First Generation student. Sault College uses this information to have accurate student data within the College to improve student services. Continued data collection and analysis provides information for improving planning and decision-making surrounding student success.	In 2009-2010, the system underwent a considerable update that now allows users to organize data based on each semester and not just academic year. This feature allowed the College to further refine its understanding of the student population needs.	

Extend Native Recruitment Officer to year-long position for increased outreach: By expanding the role of Native Recruitment officer to a full year position, the College will be able to increase outreach to potential Native students. More visits will be offered to surrounding communities. There will be a focus on developing more Native Specific recruitment materials.

Native Education at Sault College is an active participant of the Aboriginal Post-Secondary Information Program. The purpose of the A.P.S.I.P. is to present the spectrum of possibilities that exist in education at the post-secondary level to secondary-school students & graduates, mature/adult learners, and in an increasing number of communities, grade school students in 6, 7 & 8 classes. Extension of the Native Student Recruiter position has allowed for increased visits with First NI



• Small, Northern and Rural (SNR)

As part of its 2008-09 Report Back, your institution was asked to describe how it would continue to build on its existing SNR strategy in 2009-10. Please identify the achieved results of these strategies for 2009-10.

Description of Transition Year 2009-10 Strategy/Program (per the information provided in your 2008-09 Report-Back)	Achieved Results of the Transition Year Strategies for 2009-10
Dual Credit - More opportunities will be available in 2009-2010.	The programs that were offered for the 2008-2009 year included Career Exploration, Motive Power Coop, Connection Program, Arts & Culture, Construction, Environmental and Hospitality and Tourism.



staff.	understanding of cultural differences, racial backgrounds, gender and people with disabilities. As a part of the College's strategic plan, senior management identified the need to build the organization's overall capacity in the area of cultural competency and diversity.
	Beginning October 2010, Native Education and Human Resources will implement Cultural Competency training developed by Native Education to all full-time staff in this academic year and early into the next academic year. This training will also be incorporated into the College's staff orientation program on an ongoing basis. The first phase of the training will begin with Module One - Introduction to Cultural Competency and Module Five - Cultural Competency and the Aboriginal Community
Increased Aboriginal course and program offerings.	Working in partnership with Sault College's Continuing/Distance Education Department and the School of Health and Community Services the following training was delivered to Aboriginal community members:
	Pre-Apprenticeship Construction Craft Worker Program (incommunity delivery)
	2) Personal Support Worker Program (delivery via Contact North/on-campus)
	Signed partnership agreement signed with Oshki-Pimache- O-Win Educational Institute for delivery of Social Services Worker - Native Specialization program in the Northwest Ontario region
	Revision of the Anishnaabemowin Immersion program to part-time delivery in partnership with Kenjgewin Teg Educational Institute(in-community delivery)
	5) Canadian Aboriginal Peoples course offered in Social Services Worker, SSW-Native Specialization, Peace and Conflict Studies and Fitness and Health Programs. Work is currently underway to offer this course in other program areas.
	6) The School of the Natural Environment and Outdoor Studies has begun offering a new course entitled Aboriginal Culture to 2nd semester Natural Environment Technician/Technologist (NET) students. The new NET program is intended to prepare students for careers in both emerging and existing natural resource technologies. This new course is one of the first of its type in Ontario and its development will be an ongoing process as we work towards providing students with a solid educational background in this topic area.
First Nation Transition program Implementation of First Nation Transition program for first year students.	The Native Student Counsellor met with 10 Northern Community students to assist them with housing needs and additional community resources such as day care, Indian

Sault College Last Updated: September 29, 2010 Page 27 of 29



Friendship Centre, local schools, medical resources etc. They worked with Native Organizations in the community to
secure day care spots for children of Sault College students.

• Quality of the Learning Environment

As part of its 2008-09 Report-Back, your institution was asked to provide 3 to 5 examples of how its quality improvement strategies/programs would be extended, consolidated and/or best practices applied in 2009-10. Please identify the achieved results of these strategies/programs for 2009-10.

Description of Transition Year 2009-10 Strategy/Program (per the information provided in your 2008-09 Report-Back)	Achieved Results of the Transition Year Strategies for 2009-10
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Program Review: Sault College will update and formalize an institution-led program review process that is aimed at both academic and instructional programs and services in the

