

# 2020-2025 Strategic Mandate Agreement

**CAMBRIAN COLLEGE**

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MINISTRY OF COLLEGES AND UNIVERSITIES



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# Signing Page

## 2020-2025 Strategic Mandate Agreement

Signed Between


Cambrian College


And

Ministry of Colleges and Universities

SIGNED for and on behalf of the Ministry of  
Colleges and Universities by:

SIGNED for and on behalf of Cambrian College by:

  
\_\_\_\_\_  
Shelley Tapp  
Deputy Minister

  
\_\_\_\_\_  
Bill Best  
President

*Aug. 28, 2020*  
\_\_\_\_\_  
Date

August 31, 2020  
\_\_\_\_\_  
Date

*This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.*

*The Government remains committed to SMA3 (2020-25) and implementing the performance-based funding model for colleges and universities approved as part of Budget 2019.*

*Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021-22) of SMA3. To determine how to link SMA3 metric performance to institutions' funding beyond Year 2, each year the Ministry will engage institutions through the SMA3 Annual Evaluation process to assess SMA3 metric performance for the current year; and, evaluate potential COVID-19 impacts on the SMA3 metrics for future years. This will include a review of the performance-based funding starting point proportion. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.*

*The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.*

# Introduction

## *Preamble*

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and Cambrian College is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system
- Describes the elements of Ontario's performance-based funding mechanism, including the college's annual performance-based funding notional allocation for the five-year SMA3 period
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- Supports transparency and accountability objectives, and
- Establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed.

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

## Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underlie SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- Encouraging alignment of postsecondary education with labour market outcomes, and
- Incentivizing differentiation and specialization to support increased efficiencies.

## Institutional Profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how the college's institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

In its 2015-2019 Strategic Plan, Cambrian identified a single priority: continuous access to flexible and customizable learning experiences. To achieve this, Cambrian was guided by a new vision for the future, captured in three words: imagine, inspire, innovate.

This united purpose enabled the College to realize the successful completion of its ambitious plan early. Cambrian is proud of what it achieved –

- A destination of choice for postsecondary education across the globe marked by five years of consecutive enrolment growth highlighted by a 300% increase in international students spanning over 30 countries.
- Responsiveness to meeting industry needs exemplified by the launch of 25 new programs including micro-certifications, apprenticeship and pre-apprenticeship programs.
- Twenty-five medals at Ontario and Skills Canada competitions, bringing the total to more than 60 medals since 2005.
- An enriched student learning experience through the creation of new pathway agreements bringing the total to 750.
- A vibrant creative teaching and learning community spearheaded through the launch of the Teaching and Learning Hub and a continued investment in campus modernization amounting to over \$11.6M.
- Prominence as a center of excellence in applied research with a top 25 ranking in the country, and the award of the first northern Technology Access Centre in Smart Mining and \$4.2M in equipment funding.
- Consistent above-system Key Performance Indicators in graduate, employer and student satisfaction, a testament to the College's commitment to excellence.
- Recognition as a 12 month, 3- intake College through a 90% increase in access to flexible programming for learners

Using this as its springboard, Cambrian has forged a new, visionary strategic plan for 2020-2025. Broad in its reach, it is not constrained by simply what is straightforward or practically realistic. It is built with the intention of redefining and changing lives and communities defined by one singular goal – to be a college of choice.

With an eye to the future, Cambrian will –

- Excel in teaching and learning by leading the way in pedagogy, teaching models and learning modes, including flexible, traditional, hybrid and online approaches that meet the diverse needs of modern learners.
- Modernize the College by considering learning spaces and gathering spaces that reflect the every-changing world around us.
- Think globally by rethinking the borders of education and the partnerships that enable it.
- Respect Indigenous cultures by celebrating the richness of Indigenous culture on campus and continuing to listen and grow together.
- Advance Applied Research by building strong and productive relationships, innovating with industry partners and keeping pace with sector-specific, technological, and workforce changes to further its evolution as a research-intensive College.

- Enhance College wellness by naming and embracing well-being as an important, stand-alone strategic priority for the entire Cambrian community – students, faculty and staff.
- Promote a sustainable campus by going beyond expectations and considering the environment in every aspect of our work, from straightforward tactics like electricity management and water diversion, to targeted programs, learning strategies and curriculum outcomes.
- Growing and stewarding industry partnerships by continuing to strengthen the economic and social fabric of the communities we serve, and extend our experience, expertise and services across the province.

From this perspective, Cambrian is moving confidently forward, taking in stride and account the challenges posed by recent unprecedented circumstances. The College remains committed to protecting and supporting its community of learners in achieving their aspirations and leveraging the investments, advancements, and learning that accompanied the success of its previous strategic plan to continue to imagine, inspire, and innovate as a global leader in post-secondary education. Cambrian College looks forward to working alongside the Ministry and with our partners, faculty, staff, and learners as we progress through, and rise from, the pandemic.

# Performance-Based Funding

## Notional Annual Allocation

For the 2020-2025 SMA cycle, Cambrian College’s annual allocation of performance-based funding has been calculated by the ministry in accordance with the college funding model and Ontario’s Performance-based Funding Technical Manual. Cambrian College’s notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21*	2021-22*	2022-23	2023-24	2024-25
Differentiation Envelope	\$6,344,596	\$8,757,935	\$11,171,274	\$13,584,612	\$14,791,282
Performance-based Grant	\$6,344,596	\$8,757,935	\$11,171,274	\$13,584,612	\$14,791,282

\* Activation of performance-based funding will not be in place for 2020-21 and 2021-22. Thereafter, activation for the following years will be determined through the SMA3 Annual Evaluation process.

\*\*Further details on calculations are available in Ontario’s Performance-based Funding Technical Manual. The Performance-based Grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance-based Portion of the Differentiation Envelope capped to the system-wide average.

\*\*\*The notional allocations presented above are estimates based on 2019-20 final operating grant totals.

## Institutional Weighting Strategy

The performance-based funding mechanism enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Metric	Institutional Assigned Weightings & Notional Performance-based Funding									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
1. Graduate Employment Rate in a Related Field	10%	\$634,460	10%	\$875,793	10%	\$1,117,127	10%	\$1,358,461	10%	\$1,479,128
2. Institutional Strength/Focus	25%	\$1,586,149	20%	\$1,751,587	15%	\$1,675,691	15%	\$2,037,692	15%	\$2,218,692
3. Graduation Rate	15%	\$951,689	10%	\$875,793	10%	\$1,117,127	10%	\$1,358,461	10%	\$1,479,128
4. Community/Local Impact – Student Enrolment	25%	\$1,586,149	15%	\$1,313,690	10%	\$1,117,127	10%	\$1,358,461	10%	\$1,479,128
5. Economic Impact (Institution-specific)	25%	\$1,586,149	20%	\$1,751,587	15%	\$1,675,691	15%	\$2,037,692	15%	\$2,218,692
6. Graduate Employment Earnings	--	--	5%	\$437,897	5%	\$558,564	5%	\$679,231	5%	\$739,564
7. Experiential Learning	--	--	10%	\$875,793	10%	\$1,117,127	10%	\$1,358,461	10%	\$1,479,128
8. Revenue Attracted from Private Sector Sources	--	--	10%	\$875,793	10%	\$1,117,127	10%	\$1,358,461	10%	\$1,479,128
9. Apprenticeship-related (Institution-specific)	--	--	--	--	10%	\$1,117,127	10%	\$1,358,461	10%	\$1,479,128
10. Skills & Competencies	--	--	--	--	5%	\$558,564	5%	\$679,231	5%	\$739,564

# Priority Areas and Performance Metrics

## Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, allowable performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

### **Skills & Job Outcomes**

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*This priority area seeks to measure and evaluate the college's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:*

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

### **Economic & Community Impact**

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*This priority area seeks to measure and evaluate the college's role in supporting Ontario's economy. Metrics measure funding from private sector sources; the positive economic impact on local economies brought by students at an institution; and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:*

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Revenue Attracted from Private Sector Sources
- Apprenticeship-related (Institution-specific)

### **Productivity, Accountability & Transparency**

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*To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:*

- Faculty Activity
- Faculty Compensation



# Skills & Job Outcomes

## Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Cambrian College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the Skills and Competencies metric being initiated for performance-based funding in 2022-23, the Ministry of Colleges and Universities will apply a ‘participation weighting’ of 5% of annual performance-based funding notional allocations for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

### Graduate Employment Rate in a Related Field

Proportion of graduates employed full-time in a field related or partially related to their program six months after graduation
<b>Metric initiated in 2020-21</b>
Narrative

Cambrian graduates get jobs. Cambrian’s industry-aligned programs, with the relevant combination of theory and practical application, are designed to keep pace with changing skill needs of the workforce, and produce employment-ready graduates. Cambrian’s strategic focus on reimagining the learning experience, through the provision of interactive and engaging learning and integrated student support services, has proven itself in gains in academic performance, skills development and graduate outcomes. This high quality learning experience produces more engaged and productive students, who upon graduation, become the leaders and innovators of tomorrow.

In a region that is prone to volatility in the labour market, Cambrian graduates find jobs in their field. The measure of which is evidenced in the College’s consistent year-over-year graduate employment rates. These results reflect Cambrian’s steadfast commitment to ensuring that its graduates possess the skills and attributes sought by employers. A blend of practical and theory provides the fertile ground for competency-based programming – programming developed, reviewed and supported by industry that continues to see Cambrian as a valuable partner.

Cambrian stands by its programming and its long-standing connections with industry. From the position of a trusted and recognized partner in the community, the College is confident that through its integrated student supports alongside recent investments in teaching and learning, campus modernization, applied research, graduate certificates and flexible delivery models, it will seek to achieve above-system average graduate employment rates over the span of this strategic mandate agreement.

Source: College Graduate Outcomes Survey (CGOS)/Ministry of Colleges and Universities

**Institutional Strength/Focus**

<i>Health and Emergency Services</i>
<b>Enrolment (full-time headcount, domestic and international) in an institution’s program area(s) of focus</b>
<b>Metric initiated in 2020-21</b>
Narrative
<p>As a community college, Cambrian serves multiple missions – from workforce training, to open access to applied higher education, and to community enrichment. Its programming reflects this multi-faceted mandate spanning micro-credentials, diplomas through to graduate certificates and in the future, applied degrees. Its programming mirrors the needs of the present and future workforce of the region and that of the country, covering an array of disciplines and fields of study – health and emergency services, community and justice services, business, creative arts and design, hospitality, technology and skilled trades. The complexity and depth of this evolving program mix is Cambrian’s strength.</p> <p>Cambrian’s roadmap to a sustainable future balances a sense of direction with flexibility to adopt along the way. Building from a platform of strength, it envisions a program mix that is agile, innovative and relevant in anticipating, and meeting, the emerging needs of its community. Hence, as it moves forward, the College will strive to epitomize the characteristics of its community while supporting development of segments where there is demonstrable strong potential for new programs and pathways to address trends in the labour market.</p> <p>Health and emergency services related programs consistently comprise close to 30% of Cambrian’s total enrolment. Additionally, this cluster of programs have historically experienced on average graduation rates of 78%, graduate satisfaction of 88.9%, employer satisfaction of 99% and graduate employment of 89.4%. Labour market trends point to an aging population, particularly in the north, which will place an increased demand on Ontario’s health and community care services on several fronts. Digital transformation will influence all industries as new technological approaches alter the landscape of business, community, health, and scientific and technical services, paving the way for up-skilling, re-skilling and training the workforce to keep pace. In particular, Cambrian will look to expand its suite of health and emergency services programs introducing multiple intakes, new applied credentials, specialized micro-credentials, and a confluence of credentialing pathways, which will serve to attract traditional as well as untapped student markets.</p> <p>The weighting assigned to this metric denotes Cambrian’s firm commitment to serving the health care needs of its community, and while doing so, preserving the College’s commitment to its inter-disciplinary program mix.</p>

*Source: Provided by Institutions, validated by College Statistical Enrolment Report (CSER)/Ministry of Colleges and Universities*

**Graduation Rate**

<b>Percentage of full-time students (domestic and international), who entered a program of instruction in a particular enrolment reporting period and graduated within a specific period of time (200% program completion timeframe for diploma and certificate programs and 175% for degrees)</b>
<b>Metric initiated in 2020-21</b>
Narrative

There are many factors contributing to student success, persistence and ultimately, graduation rates. Cambrian understands the determinants of student success and their impact on outcomes as exemplified by its strategic investment in teaching and learning supports for students and faculty. Its efforts in responding to the challenge of putting in place support services for students at risk and supporting faculty to enhance the curriculum with interactive and engaging learning experiences have borne fruit.

The College has not only introduced new measures to reach out proactively to students at risk, but also opened pathways for those who may have ‘stopped out’ to return to Cambrian and for those who wish to advance their career aspirations to access retraining. A college-wide integrated, case management model of advising and counselling enables a united and holistic approach to student support and fostering cross-pollination of ideas, sharing of best practices, developing new approaches and strategies and for assessing the effectiveness for continual improvement. The advising model is underpinned by the belief that a community of support is most effective in equipping students to make informed decisions about their academic goals and in assisting them in persisting to achieve these.

Newly launched graduate certificates and micro-credentials offered through flexible, alternative delivery methods such as virtual, online and blended models, have proven attractive to learners across the span of ages and geography. These have contributed to the growth of graduate certificates to encompass 20% of Cambrian’s program mix recognizing that graduate certificates tend to yield higher completion rates in light of the nature of their learners and programs.

Strategic enrolment management decisions and an effective integrated network of supports had helped Cambrian to realize a positive shift in graduation rates. The College anticipates that it will continue to see incremental improvements as it brings forward new pathway opportunities and continues its focus on supporting the success and aspirations of its learners. The weighting assigned to this metric is indicative of Cambrian’s ongoing efforts in this regard.

*Source: Graduate Rate Submission Process, College Graduation Rate Tool (CGRT)*

### **Graduate Employment Earnings**

**Median employment earnings of college graduates in a given calendar year, two years after graduation**

**Metric initiated in 2021-22**

**Narrative**

Cambrian graduates, that now number over 60,000, are contributing to economic and social development all around the world because a Cambrian College credential helps individuals to not only shape their future, but also to influence the future of the communities where they work and live. Evidence that a college credential improves employment prospects and earning potential is irrefutable. Applied, industry-aligned programs produce highly employable graduates – graduates who are not only prepared to hit the ground running but also well positioned for success in the workforce throughout their careers.

Cambrian program choices lay the foundation for success in today’s, and the future’s, highly competitive global market. Its programs prepare graduates for the demands of a changeable workplace as underscored by Cambrian’s consistently strong graduate employment rates.

Cambrian embeds experiential learning across its programs to provide students with opportunities to access work placements and co-op experiences, engage with industry to work on practical challenges, and explore interactive learning using dynamic simulations. When combined with field-specific, applied learning – the trademark of a College program – it is the skill-set most coveted by employers.

Cambrian programs and evolving program mix, ensure graduates have the acquired professional, experiential and technical expertise that leads to rewarding careers. Pathways between programs leading to supplemental and

successive credentials, offer students and graduates the ability to build on their professional portfolios throughout all stages of their careers. Cambrian believes this showcase of work, talent and skills empowers professional as well as personal growth and opens doors to new vocational possibilities.

A key statement of Cambrian’s mission is to ‘offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and sustaining meaningful employment’. As it moves forward with its new 2020-25 strategic plan, the College will hold to this mission. Over the course of the next five years, Cambrian will remain steadfast in its commitment to providing education that enables graduates to optimize their potential and inspires them to keep learning, keep reaching and keep believing in the power of themselves.

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

## Experiential Learning

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning component(s)

**Metric initiated in 2021-22**

Narrative

Practical, skills based technical learning is the hallmark of a college education. College programs, from their inception, have distinguished themselves from those offered by their university colleagues by embedding, within their construct and curriculum, theory enforced with applied learning opportunities. These take the guise of applied research, collaborative and reflective learning experiences, simulations, lab work, fieldwork, clinical placements and co-operative work experiences. Through these experiences, students are able to gain valuable problem-solving and critical thinking skills – skills to help them successfully transition to, and stand out in, a competitive job market.

Cambrian prides itself on the wealth of experiential learning opportunities provided to students, a tribute to the strong ties its faculty and staff have fashioned with industry partners. Experiential learning is the cornerstone for 81 per cent of Cambrian’s programs. The College will continue to enforce the importance of hands-on, practical learning, taking creative and new approaches to immerse students in translating theory to the practical in all of its programs.

Cambrian’s new Technology Access Centre (TAC) in Smart Mining serves as a specialized applied research and development centre, focused on assisting businesses to get their products, processes and services market-ready by offering objective advice and specialized technical services, providing training related to new types of equipment and processes, and conducting applied research and development projects. The TAC, as an objective innovation intermediary, also provides firms with access to the College’s students via experiential learning opportunities deployed in the service of finding solutions to business innovation challenges. Over the span of the next five years, Cambrian’s TAC will assist the positive evolution and expansion of experiential learning within the College’s program mix.

The consistent weighting for this metric underscores Cambrian’s acknowledgement of the importance of the role that this distinctive attribute plays in graduating employment-ready individuals with the skill-set preferred by employers.

Source: MCU Graduate Record File Data; File attached to College Graduate Outcomes Survey (CGOS)

## Skills & Competencies

Education and Skills Online: Random sample of students (domestic and international)

**Metric initiated in 2022-23**

Narrative

Cambrian is committed to participating in the assessment of its students' skills and competencies. The College is confident that the results will favourably demonstrate how Cambrian programs promote the development of competencies such as critical thinking, problem solving, creativity and innovation, communication, collaboration and managing information. Cambrian, in recognition that a strong foundation of such transferable skills are instrumental for graduates to be successful over the span of their careers, ensures that its programs enable and support the development of well-rounded competencies alongside discipline specific skills necessary for graduates to meet, and adapt to, the changing needs of Canada's workforce.

*Source: Education and Skills Online Assessment, Organisation for Economic Co-operation and Development (OECD)*

# Economic & Community Impact

## Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Cambrian College and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

### Community/Local Impact of Student Enrolment

<b>Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located</b>
<b>Metric initiated in 2020-21</b>
<b>Narrative</b>
<p>Community and local impact is determined by measuring the weighted proportion of the College’s total enrolment against the 15 to 64 year old segment of the population of the communities in which it serves.</p> <p>It is a well-known fact that Canada’s population is aging due to the combination of an increasing life expectancy and a decreasing fertility rate. This demographic shift has accelerated as the baby-boomer generation continues to age out of the working age category (15- 64 years). Projections indicate that by 2031 all baby-boomers will be above the working age category. The resultant impact resonates across all regions of Canada but is most keenly felt in in rural and northern communities.</p> <p>Despite the demographic decline, the population of Canada continues to grow at a steady rate, predominantly in the largest population centres such as Toronto, Vancouver and Montreal. This recent surge is attributed mostly to increased levels of international migration encouraged by government initiatives introduced as a means of addressing the skills shortage in Canada. Regional disparities in the flow of new immigrants is evidenced with smaller gains in labour force growth in northern and rural centres of which the Greater City of Sudbury is one.</p> <p>In recognition of this context, Cambrian has taken concrete steps to diversify student markets and program options. It has proven itself as a destination for postsecondary education across the globe marked by five years of consecutive enrolment growth highlighted by a 300% increase in international students spanning over 30 countries. Further, Cambrian is working with its community partners through initiatives such as International English Language Testing System (IELTS) testing services and the Northern and Rural Immigration Pilot to encourage settlement of new immigrants in the region by assisting them to enter the workforce.</p> <p>In tandem, Cambrian is redesigning the learning experience, expanding its suite of industry-aligned credentials, from applied degrees to micro-credentials and advancing the College as a destination of choice for all learners. The weighting of this metric recognizes the immediate challenges as well as opportunities presented by present demographic trends yet characterizes Cambrian’s confidence in the future of the region and its role as a major contributor to the socio-economic fabric of the communities in which it serves.</p>

Source: College Statistical Enrolment Report (CSER), Ministry of Colleges and Universities, Census Data/Statistics Canada

**Economic Impact (Institution-specific)**

<i>Employment Services</i>
Percentage of total clients served who gained employment or went on to be trained
<b>Metric initiated in 2020-21</b>
Narrative
<p>There are multiple ways of measuring the full economic impact of a postsecondary institution such as Cambrian. Cambrian plays a key role in helping students increase their employability and achieve their individual potential. The contribution of the College, however, extends beyond just influencing the lives of students registered in postsecondary programs. The College also serves a range of industries and communities in the Greater Sudbury Region by supplying local businesses with skilled workers thus contributing to the expansion of the economy and improved quality of life that stems from that contribution.</p> <p>Cambrian has carefully selected a measure that reflects the College’s intrinsic understanding of the employment needs of regional employers and the role it plays in leveraging this to match jobs with a pool of skilled and trained workers who are committed to staying in their communities.</p> <p>With Employment Services offices located in Val Caron/Chelmsford, Espanola and Manitoulin Island, Cambrian has been connecting employers and workers from across the city and region for over 10 years. The outcome of this partnership is threefold –</p> <ol style="list-style-type: none"> <li>1. It ensures that employers have access to a skilled labour pool enabling them to continue to invest in their businesses and potentially, expand their production and services creating good jobs. The result is people with jobs and jobs for people in the local community.</li> <li>2. It fuels the local economy with increased consumer spending, keeping businesses open and thereby, positively contributing to the prosperity of the region and Ontario.</li> <li>3. It provides training specifically designed to re-skill and up-skill the workforce to keep pace with shifting skill needs that is an instrument of economic development as it provides a conduit of employable, individuals into the workforce. Training targeted at placing people with jobs and jobs with people has proven an effective means to address the skills gap in an area that is grappling with an aging and declining population.</li> </ol> <p>Moving forward, Cambrian stands by its record of accomplishment and standing in the region. It remains assured that it will continue to be an integral part of the employment services ecosystem, responding proactively to the needs of regional employers, matching available jobs with a pool of skilled and trained workers. The weighting of this metric aligns with this outlook and emphasizes Cambrian’s commitment to being an impactful community partner.</p>

Source: Employment Ontario Information System- CAMS

**Revenue Attracted from Private Sector Sources**

Total revenue attracted from private sector and not-for-profit sources
<b>Metric initiated in 2021-22</b>
Narrative

Cambrian is proud of its entrepreneurial spirit and track record of bringing to fruition creative approaches to facilitate access to postsecondary education, support business innovation, and create effective training solutions to enhance the capacity of the workforce.

Through innovative and economically viable private partnership agreements, the College is able to widen access to high-quality postsecondary education training, preparing students in a variety of locations for Ontario's workforce and thereby, helping to strengthen communities across the province. These partnerships are instrumental in increasing student mobility and by doing so, encouraging students to discover the potential of areas outside of the Greater Toronto Area and consider these as communities in which they would be able to work and prosper.

Cambrian believes in the power of a thriving and creative learning community. When companies and colleges work in concert to push the frontiers of knowledge, they become a powerful engine for innovation and economic growth.

Founded on this premise, Cambrian has worked to connect with partners and communities across the region. Cambrian's diligence and ability to forge effective multi-dimensional and mutually-beneficial working relationships have paid off with a recent award of the north's only Technology Access Centre in Smart Mining, 8<sup>th</sup> consecutive ranking in the top 50 Canadian colleges for applied research, as well as a resurgence in corporate training activities. Cambrian helps business to be successful, to adopt new technologies and methods, to improve decision-making and to attract and keep their talent within the community. Cambrian makes a difference.

Over the span of this Strategic Mandate Agreement, Cambrian will realize the full potential of its applied research and corporate training activities. Taking into consideration the vagaries of the economy and in particular, the business and industrial cycles specific to this region, the College anticipates that its ability to find solutions that work for business will see the outcomes for this innovation metric remain relatively stable. The weighting assigned reflects this position.

Source: College Financial Information System (CFIS)

### **Apprenticeship-related (Institution-specific)**

Graduate Rates of students in trade-related programs with pathways to apprenticeship. Calculated as follows: Total number of entrants divided by the total number of graduates as per MCU's definition of graduate rates.

**Metric initiated in 2022-23**

Narrative

Cambrian, as a champion of skilled trades, is well positioned to take a lead role in addressing the challenges of an aging population and skills shortages by offering education and training that responds to the needs of industry. Cambrian has invested in delivering trades and apprenticeship training that equips learners for emerging trends and occupations while opening doors to the potential of becoming journeypersons.

Facilities outfitted with technology and equipment, cutting-edge tools and labs provide apprentices, and students in the skilled trades, an inclusive arena in which to hone their skills and experiment with new concepts. The quality of its programs and facilities and the commitment of its faculty has translated to more than 60 medals at Ontario and Skills Canada competitions since first participating in 2005.

Prior to fall 2019, Cambrian was one of the few institutions that received formal recognition by the Ministry of Colleges and Universities – which at the time had responsibility for apprenticeship programs – that the post-secondary curriculum, for stipulated trades-related diploma programs, meets the learning outcomes of the



apprenticeship in-school curriculum standard (Policy 320). In doing so, Cambrian's graduates of these programs – Electrical Techniques/Technician/Technology, Heavy Duty Technician, Industrial Mechanical Millwright Technician, Machining Technician, Motive Power- Truck and Coach Technician, Motive Power-Automotive Technician and Welding and Fabrication Technician – have all of the theoretical knowledge and practical application requirements of those apprentices who have completed the in-school curriculum. Graduates of these diploma programs, who so choose to, may still opt to pursue with an employer, the practical on-the-job hours to complete the requirements of a journeyperson. Upon graduation, graduates have the potential to become dual-credentialed earning a Red Seal certification with a college diploma.

This is the preferred model of Cambrian's industry partners, as they have access to a ready pool of graduates with the requisite skills from the onset; who already have demonstrated a commitment to the trade; and whom they do not have to release for classroom theory training as they progress to become journeypersons.

Cambrian plans to leverage the regional appeal of the Policy 320 programs and explore traditional and non-traditional pathways that will open more doors to apprenticeship training. To this end, the College will pursue opportunities to recognize competencies acquired in the Policy 320 programs to allow students and graduates to demonstrate a full suite of trades-related competencies to perspective employers (e.g. badging/ micro-credentials). Cambrian will seek further opportunities to recognize the in-school curriculum of apprentices as well as develop laddering to supplemental and additional credentialing. The assigned weighting of this metric is indicative of Cambrian's commitment to remaining a leader in skilled trades and apprenticeship training.

*Source: KPI Graduate Rate File*

# Productivity, Accountability and Transparency

## Reporting Metrics – Attestation

*This priority area of the Ontario government supports the government’s goal of increasing trust in Ontario’s finances and promoting accountability through transparency and improved performance outcomes in Ontario’s postsecondary education system.*

*These metrics are not tied to funding, and are used to measure and report on the following indicators:*

- *Faculty Activity*
- *Faculty Compensation*

### Faculty Activity

*Information regarding Cambrian College Faculty Activity will be made publicly available in Year 3 (2022-23).*

### Faculty Compensation

*Information regarding Cambrian College Faculty Compensation will be made publicly available in Year 3 (2022-23).*

## Enrolment Profile

In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor 'midpoint' to provide funding predictability to institutions.

### Corridor Midpoint

For funding purposes **4,705.23** Weighted Funding Units (WFUs) will be the corridor midpoint value for the five-year period from 2020-25 for Cambrian College. Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the policies contained within the *Ontario College Funding Formula Reform Technical Manual, May 2017, Version 1.1*.

NOTE: Midpoints were established using the average of funding-eligible enrolment from 2015-16, 2016-17, and 2017-18.

### Projected Funding-Eligible Enrolments

Below is Cambrian College's projection of funding-eligible full-time headcount as of August 17, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	382	454	460	465	465
Ontario College Diploma/Advanced Diploma	2,698	2,834	3,006	3,123	3,160
Ontario College Graduate Certificate	133	185	244	248	248
Baccalaureate Degree in Applied Area of Study			70	220	399
<b>Total</b>	<b>3,213</b>	<b>3,473</b>	<b>3,780</b>	<b>4,056</b>	<b>4,272</b>

Note: This table reports on full-time headcounts from the Fall term.

All other funding activity in full-time equivalent (FTE); Part-time, Tuition short, (PLAR)	114	114	114	114	114
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### Projected International Enrolment

Below is Cambrian College's projection of funding-ineligible international full-time headcount at college-operated campuses as of August 17, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Ontario College Certificate	52	60	65	70	70
Ontario College Diploma/Advanced Diploma	747	875	1,091	1,137	1,156
Ontario College Graduate Certificate	413	484	579	608	637
Baccalaureate Degree in Applied Area of Study			5	15	25
<b>Total</b>	<b>1,213</b>	<b>1,419</b>	<b>1,740</b>	<b>1,830</b>	<b>1,888</b>

Note: This table reports on full-time headcounts from the Fall term.

*Below is Cambrian College's projection of funding-ineligible international full-time headcount at campuses operated by private partners as of August 17, 2020.*

	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Ontario College Certificate					
Ontario College Diploma/Advanced Diploma	2,111	2,469	3,028	3,184	3,285
Ontario College Graduate Certificate	315	369	452	476	491
Baccalaureate Degree in Applied Area of Study					
<b>Total</b>	<b>2,426</b>	<b>2,838</b>	<b>3,480</b>	<b>3,660</b>	<b>3,776</b>

*Note: This table reports on full-time headcounts from the Fall term.*

## Appendix: Metric Data, Targets and Results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that greyed out fields indicate metrics that will be initiated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

Cambrian College													
SMA3 Metric	Historical Data			SMA3 Performance									
				2020-21		2021-22		2022-23		2023-24		2024-25	
				APT	Actual	APT	Actual	APT	Actual	APT	Actual	APT	Actual
<b>1. Graduate Employment Rate in a Related Field</b>	2016-17	2017-18	2018-19	71.00%									
	71.25%	71.21%	72.57%										
<b>2. Institutional Strength/ Focus</b>	2016-17	2017-18	2018-19	18.46%									
	18.52%	17.46%	16.55%										
<b>3. Graduation Rate</b>	2016-17	2017-18	2018-19	68.50%									
	67.35%	76.47%	76.17%										
<b>4. Community/ Local Impact of Student Enrolment</b>	2016-17	2017-18	2018-19	3.34%									
	3.44%	3.21%	3.45%										
<b>5. Economic Impact (Institution-specific)</b>	2016-17	2017-18	2018-19	80.71%									
	80.32%	82.10%	81.44%										
<b>6. Graduate Employment Earnings</b>	2016-17	2017-18	2018-19										
	\$	\$	\$										
<b>7. Experiential Learning</b>	2016-17	2017-18	2018-19										
	#	#	#										
	%	%	%										
<b>8. Revenue Attracted from Private Sector Sources</b>	2016-17	2017-18	2018-19										
	\$	\$	\$										
<b>9. Apprenticeship-related (Institution-specific)</b>	2016-17	2017-18	2018-19										
	%	%	%										
<b>10. Skills &amp; Competencies</b>							Survey initiated	E.g. Yes					