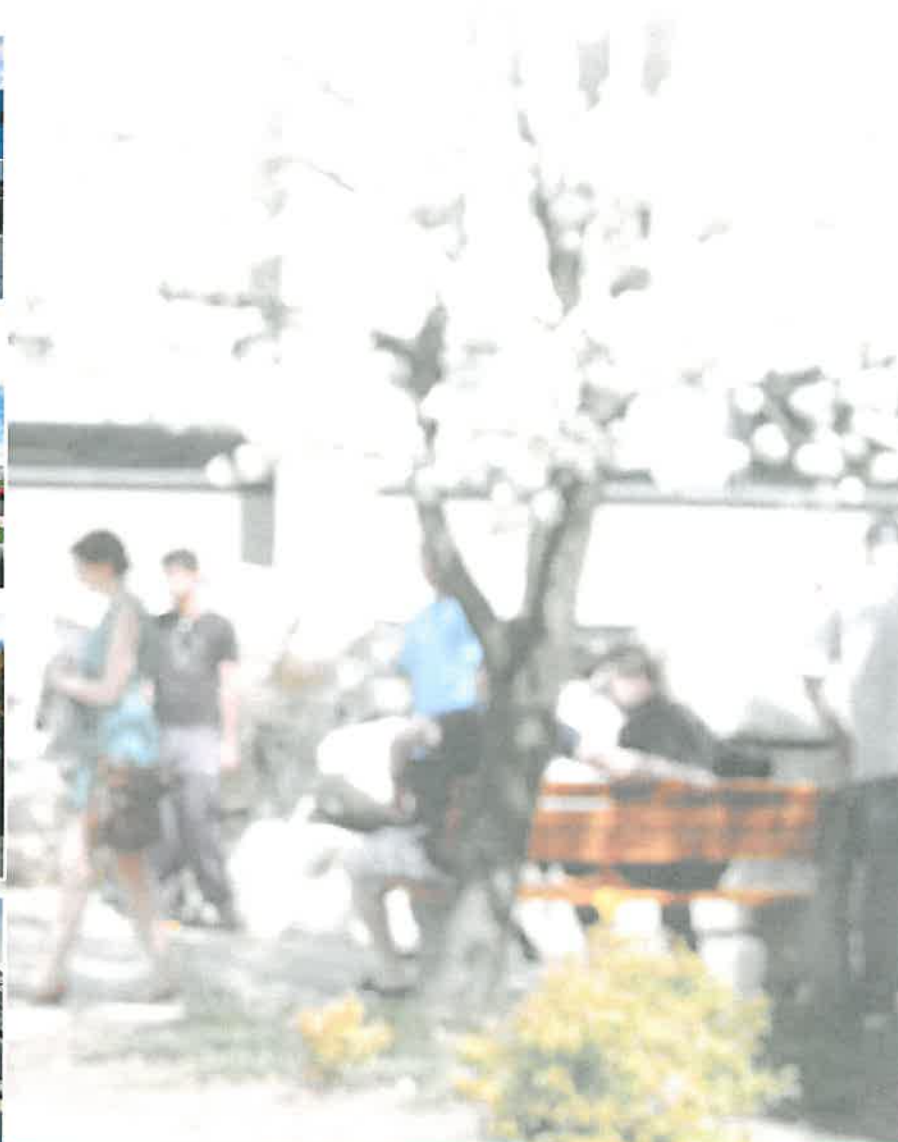


ST. CLAIR

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ANNUAL REPORT | APRIL 1, 2013 – MARCH 31, 2014

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Executive Summary

The St. Clair College benchmarks for our activities in 2013-14 were the five pillars of the Strategic Plan. They are:

- A. Advancement of Academic Excellence
- B. Enrolment Growth
- C. Completion of Capital Projects
- D. Development of Human Resources
- E. Enhancement of College Communications

St. Clair College provides leadership preparing students for personal success and the changing labor market. Over the past year the College developed new programs, commenced innovative research projects and improved academic operational policies. Our transformation to an out-comes based learning model is complete, with all course outlines in the out-comes based format. All programs are general education compliant. The research projects have linked the College and students to industry with innovative solutions to industrial and community issues.

St. Clair College continues to enroll more students in our Applied Health Science Programs than any other community college in the Province, making full use of our outstanding health science facilities. The Mary Uniac Health Science Education Centre on the Chatham Campus was fully completed this past year, attracting more nursing students to Chatham with patient robot simulators, clinical laboratories and smart classrooms.

The latest addition to St. Clair College, The SportsPlex, was “substantially complete” in early 2014, offering the only triple gym west of the Greater Toronto Area. The new facility seats approximately 1,500 spectators, includes a 60 seat classroom, twelve team dressing rooms, and the Sports Therapy Centre. This new facility will attract students to the new Fitness and Health Promotion and Sports Management programs, for the Fall 2014.

St. Clair College has maintained a steady enrollment position over the past year by selectively introducing new programs with an in-depth analysis of student demand. Our retention rate increased 7% over the last three years using a mentorship program and mandatory mid-term student evaluations.

1.0 Message from the Board Chair

It is with great pleasure that I present the 2013-14 Annual Report of St. Clair College activities on behalf of the St. Clair College Board of Governors.

St. Clair College is the top college in Southern Ontario based on the 2013-14 Key Performance Indicator student survey that measures the quality of curriculum content and delivery. Our commitment to improve our academic processes and programs, enhance our academic and social space, and strengthen our community and industry connections is paying off.

The continued investment in sports and athletics is seen in the excellence of our student athletes. We are especially proud of the St. Clair College ladies golf, men's baseball and ladies cross country team for winning provincial championship in 2013. St. Clair opened the \$23M 85,000 ft² new athletic facility and triple gymnasium to serve our Windsor students.

As this region emerges from our latest recession, St. Clair College continues to work with our partners in industry, government and other institutes, to provide the educated, vocationally trained workforce needed in our area and beyond.

The entire Board of Governors would like to thank Dr. Strasser, senior College leaders, managers and staff for their demonstrated commitment and passion to the education and success of our students.



Vince Marcotte
Chair, Board of Governors

2.0 Message from the President

As the 21st century transforms the world into a knowledge-based society, there is a need for people to acquire the skills to compete in a global economy. St. Clair College has been a provincial leader in responding to this challenge. Global trends, especially in the manufacturing sector, impact the communities of “Canada South” and St. Clair College continually strives to deliver the knowledge base necessary to contribute to the economic development of the communities of Windsor-Essex and Chatham Kent.

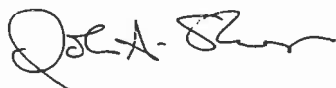
Since 1967, St. Clair College has created and delivered an innovative continuum of learning to stimulate individual, community and economic growth. The College provides pathways to students in five major areas including Health Sciences, Media, Art and Design, Engineering Technologies & Skilled Trades, and Information Technology and Community Studies. With an academic team committed to creating more access to enhanced educational experiences and high-impact learning opportunities, St. Clair College had the highest 2013-14 Key Performance Indicators (KPI) for curriculum content for all the colleges in Southern Ontario.

St. Clair College is the number one College in the Province of Ontario for the education and training of health care professionals and now educates more health care workers than any college or university in the Province. St. Clair College also remains the partner of choice for local business and industry who are building and updating their skills, knowledge and research base. In the latest St. Clair College partnership with business, the College was awarded a first Natural Sciences and Engineering Research Council (NSERC) grant to help a local company design and build a prototype biomedical device. Through on-going connections such as this one many of our programs allow students (and faculty) to do industrially-oriented research and to acquire job-ready skills in their placements and internships.

The investments in the additional learning and recreational space continued this year with the creation of the Mary Uniac Health Sciences Education Centre in Chatham. In addition, the state-of-the-art \$25M SportsPlex facility will open this summer in Windsor for student, staff and community use.

Internationally, our reputation for excellence continues to grow with a record number of international students attending our Canadian campuses and with the introduction of new innovative partnerships in countries around the globe.

St. Clair College focuses on excellence, in both academics and athletics. That focus begins with the words inscribed on our coat-of-arms, “Optimum Elige” or “Choose the Best”.



John A. Strasser, Ph.D.
President

3.0 Vision

Striving for excellence in all we do, St. Clair College is accessible and responsive to its community.

4.0 Mission Statement

St. Clair College strives to create a respectful and welcoming educational environment that will:

- Assist individuals in developing skills, knowledge and values to support chosen careers, or support their involvement in their community.
- Provide students with an accessible, dynamic and supportive learning environment which adapts to their changing requirements for quality lifelong learning.
- Provide leadership and develop partnerships that support our community by a continual thrust towards competition.

5.0 Ends Statement

Striving for excellence in all we do, St. Clair College is accessible and responsive to its community:

- To that end we will graduate people with employable skills.
- To that end we will provide opportunities to develop individual interests, skills and knowledge.
- To that end the learner will value the education received.

6.0 Report of Previous Goals

Through multi-stakeholder consultations, the Senior Administration and the Board of Governors have established five major strategic categories that direct the tactics and operations of St. Clair College. These categories are:

- A. The Advancement of Academic Excellence
- B. Enrolment Growth
- C. Completion of Capital Projects
- D. Enhanced College Communications and Partnerships
- E. Development of Human Resources

The status of the individual goals for 2013-14 under the five strategic categories has been summarized in Table 1.

A discussion and analysis of the College Operational Performance is given in the following section.

7.0 Analysis of 2013-14 Operational Performance

7.1 The Advancement of Academic Excellence

Excellence in teaching and learning together with a commitment to the holistic development of the student is the cornerstone in everything St. Clair College does. In recent years, the College has invested heavily in the creation of state-of-the-art academic laboratories and classrooms, essential social and ancillary facilities and information technologies. The College has built robust and sound academic processes and procedures that support our fundamental beliefs in learner-centered teaching, outcomes-based education, labor-market relevant programming, and the nurturing of community partnerships.

St. Clair College is recognized for our academic excellence via governmental quantitative measurement, student academic competitions, the professional recognition of our faculty and through the community and industry recognition of the College.

The College's vigorous approach to improving our academic processes, pedagogy and delivery generated a sustained excellence in the quality and the delivery of the curriculum. St. Clair College is now a top-tier college as measured by student surveys. Figures 1 and 2 records the Key Performance Indicators (KPI's) for curriculum quality and delivery, respectively. It can be seen that over the past five years, the College

GOAL	OBJECTIVE	MEASURE	TARGET	STATUS
A. ADVANCEMENT OF ACADEMIC EXCELLENCE				
A1. Create and refine quality assurance protocols and processes for curriculum quality and ministry compliance.	A1a. The database for course outlines is up-to-date.	100% of course outlines are outcomes-based.	May 2013	✓ Completed for post-secondary programs.
		PeopleSoft populated by 100% compliant outcomes-based course outlines.	September 2013	<ul style="list-style-type: none"> ✓ Completed for post-secondary programs. ✓ Improvement opportunities will be identified through annual reviews, cyclical reviews and program mapping exercises. ✓ Course assessments appropriate to the learning outcomes will be incorporated into the course outlines in 2014-15.
	A1b. Program mapping, co and pre-requisites and general education is up-to-date and loaded into PeopleSoft and Academic Interface.	All deficient or non-existing program mapping, co and pre-requisites and general education done.	September 2013	<ul style="list-style-type: none"> ✓ Program mapping is being completed as part of cyclical program reviews. A new, more comprehensive, mapping model has been identified and is now being used to support the cyclical program reviews. ✓ Completed co and pre-requisites for post-secondary programs and they are confirmed as part of cyclical program reviews of curriculum. ✓ Completed general education review and program compliance.
		Co and pre-requisites fully loaded into PeopleSoft.	September 2013	✓ Completed for post-secondary programs.
		Program summary charts are ministry compliant and current in the Academic Interface.	September 2013	✓ Completed.
A2. Provide students with more feedback on their progress.	A2a. Create a mid-term evaluation report to enhance opportunity for student success	Formalization of a Mid Term Evaluation System.	August 2013	✓ Completed.

A3. Provide students with up-to-date academic equipment and learning facilities.	A3a. Develop a long-term strategy for academic equipment renewal.	Audit of current inventory of equipment, state-of-repair, and future needs.	September 2013	<ul style="list-style-type: none"> ✓ Completed inventory of academic equipment in labs, shops, clinics, and facilities. ▪ An itemized capital list is now submitted annually for review by Senior Management indicating academic needs (critical, high, medium, low) in individual schools.
	A3b. Create good quality learning space.	Develop a facilities master plan that incorporates pedagogy and curriculum delivery.	September 2013	<ul style="list-style-type: none"> ✓ Completed a facilities master plan to re-purpose vacated academic space for current modes of academic delivery including the creation of 7 new classrooms and modifications to existing classrooms and laboratories.
A4. Advance teaching technologies.	A4a. Increase on-line offerings.	Increase on-line course offerings by 5%.	March 2014	<ul style="list-style-type: none"> ✓ Exceeded target. ▪ 9% increase in on-line course registrations over the last 3 years.
A5. Higher retention & graduation rates.	A5a. Develop strategies to mitigate failure rates of "gateway courses".	Review elements of "gateway courses" with strategies for changes.	June 2013	<ul style="list-style-type: none"> ✓ Completed a list of "gateway courses" based on completion rates. ✓ Completed strategies for each "gateway course". ▪ Some approaches include modifying the course delivery (math calculations are now taught utilizing hands on approaches within the vocational field to make it more meaningful to the student) or modifying the curriculum.
A6. Increase learning options.	A6a. Provide value added learning opportunities	Create committees of all constituent groups to examine opportunities.	June 2013	<ul style="list-style-type: none"> ➤ Ongoing. ▪ A "Classroom Upgrade Committee" has been developed to examine, recommend and implement technology in the classroom that support active, participatory, learning. ▪ A "Value Learning Opportunity Committee" and Depository has been established that includes all initiatives that support a value learning opportunity for College students.

A7. Robust pathways for our students.	A7a. Increase of degree programs.	Develop a draft plan that strategically addresses the programs to be considered for conversion to degree granting – this should include an implementation plan for the next decade. St. Clair College intends to delivery of nine (9) degrees by 2020.	September 2013	<ul style="list-style-type: none"> ✓ Completed the identification of the 9 bachelor (4 year) programs with 5 proposed for 2014. ✓ Completed feasibility studies for the initial 5 (4 year) programs. <ul style="list-style-type: none"> ▪ Feasibility studies included environmental scans, industry consultations, and program concept testing. ✓ Participating in the Tri-partite Committee regarding B.Sc. Nursing credential at St. Clair. ✓
B. ENROLMENT GROWTH				
B1. Increase domestic enrolment.	B1a. Develop strategies to offer additional support targeted to increase retention and program completion rates.	Increase retention by 3%.	September 2013	<ul style="list-style-type: none"> ✓ Exceeded target. Overall retention rate increased 7% over the last 3 years. <ul style="list-style-type: none"> ▪ Mentorship program for first year students. ▪ Student mid-term evaluations. ▪ Online student surveys for helpful hints. ▪ Providing consultations, counseling, community referrals, resources and online tools to students with “Student Lifeline,” a professional support service.
	B1b. Attract more students from outside traditional catchment area.	Achieve a 33% increase in new students from outside our traditional catchment area by fall 2013.	September 2013	<ul style="list-style-type: none"> ✓ Exceeded target. An increase of 59% (360 to 573 students) was achieved year-over-year.
B2. Expand Pre-Service Firefighter program.	B2a. Implement postsecondary Pre-Service Fire Program while maintaining part-time evening program in Corporate Training.	Increase of 36 full-time students.	May 2013	<ul style="list-style-type: none"> ➤ Below target due to short marketing time caused by delayed approvals by regulators. <ul style="list-style-type: none"> ▪ Pre-service Firefighter intake at 21. ▪ No part-time program delivered.

C. COMPLETION OF CAPITAL PROJECTS				
C1. Continuance of Capital Requirements.	C1a. Completion of SportsPlex.	Construction complete.	March 2014	<ul style="list-style-type: none"> ✓ Completed. ▪ Substantial completion granted March 2014 with occupancy to host Provincial Gymnastics Tournament in April 2014.
C2. Enhance Purchasing Services.	C2a. Enhance services and promote consortium purchasing and RFP's.	Report on dollars saved by maximizing consortium purchasing and RFP's.	March 2014	<ul style="list-style-type: none"> ➤ Ongoing. ▪ Savings of \$75K with participation in the Ontario Education Collaborative Workplace. ▪ Savings of \$200K with open and competitive RFP bidding.
C3. Energy Conservation.	C3a. Pursue energy conservation initiatives and opportunities.	Develop a formal report assessing opportunities and submitting formal recommendations to SOG.	June 2013	<ul style="list-style-type: none"> ✓ Completed. ▪ Energy Performance Contract with MCW Custom Energy Solutions under review.
		Implement recommendations if applicable	March 2014	<ul style="list-style-type: none"> ➤ Ongoing. ▪ LED lights installed for \$10K savings.
D. DEVELOPMENT OF HUMAN RESOURCES				
D1. A competent academic workforce.	D1a, Chairs, Co-ordinators, Faculty, Support staff in academic areas understand and use of program management software.	Develop formalize training documentation and provide training in PS, AI, Windows, Blackboard, Actuate.	Annually	<ul style="list-style-type: none"> ➤ Ongoing. ▪ Staff training was provided in May/June 2013 on Microsoft Outlook, People Soft Survival Skills and People Soft Course Outline System.
	D1b. Faculty are good teachers.	Provide training in the skills essential for teaching.	Annually	<ul style="list-style-type: none"> ➤ Ongoing. ▪ 21 separate training opportunities offered in-house in curriculum development, pedagogy and teaching technology. ▪ Implemented "Coffee House" sessions on teaching and learning.

E. ENHANCEMENT OF COLLEGE COMMUNICATIONS AND PARTNERSHIPS				
E1. Improve college communication to internal and external stakeholders.	E1a. College update with internal staff.	Annual meeting with all staff.	June 2013	<ul style="list-style-type: none"> ✓ Completed. ▪ Town-halls on May 29, June 10 and June 11. ▪ Electronic and paper-based publication "The Gryphon Newsletter" distributed internally and externally.
	E1b. Annual community update on College.	Minimum of two presentations to community audience.	March 2014	<ul style="list-style-type: none"> ✓ Completed. ▪ More than 10 community presentations.

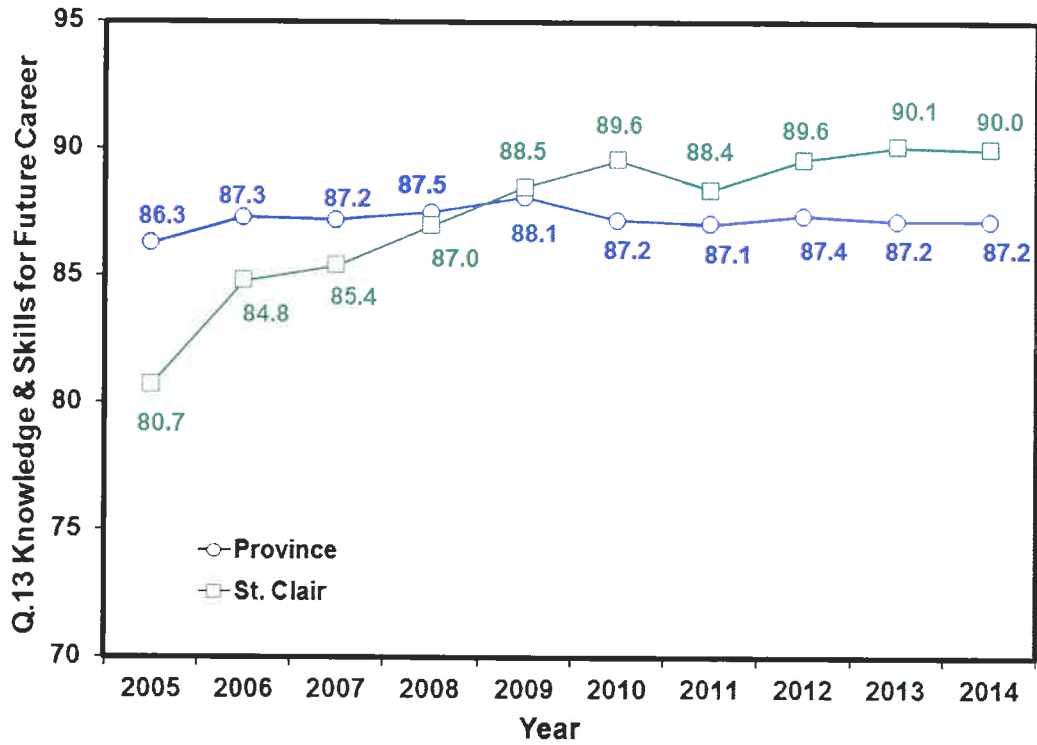


Figure 1. KPI for quality of curriculum.

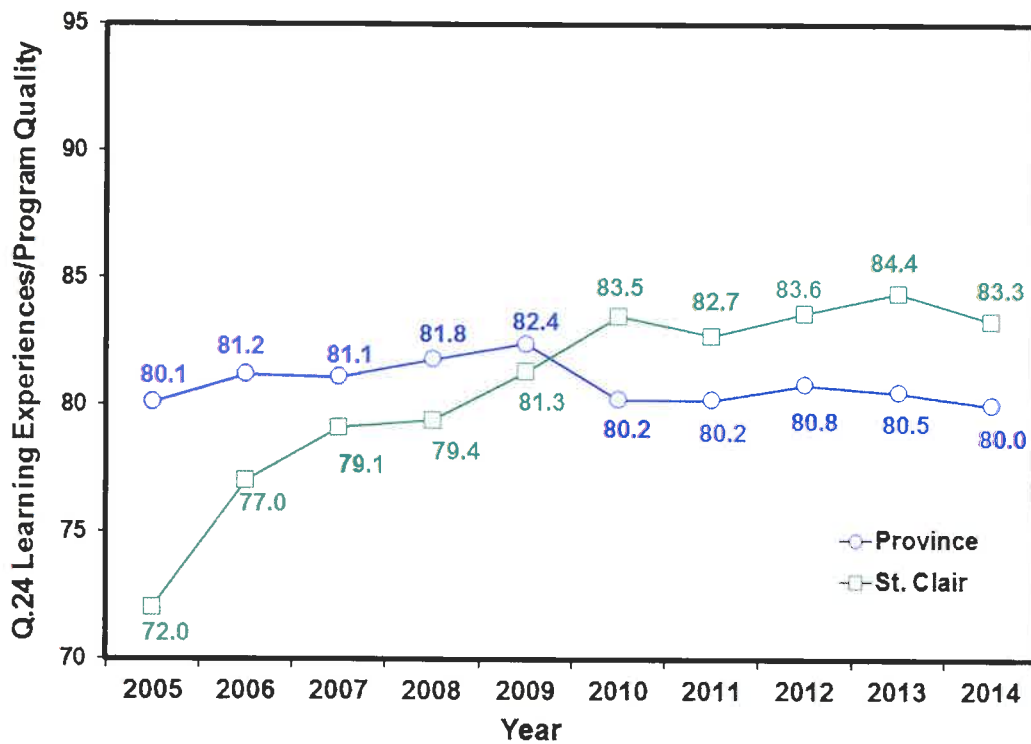


Figure 2. KPI for quality of delivery of curriculum.

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results have been above the provincial average. For the specific 2013-14 KPI results, St. Clair College is the top college in Southern Ontario.

For the continuing education courses and programs delivered at St. Clair College, the 2013 Continuing Education Provincial Survey for Student Satisfaction indicated that 91% of St. Clair College part-time learners were either satisfied or very satisfied with their courses, 92% were either satisfied or very satisfied with their instructors overall.

Institutionally, a number of our programs have been reviewed during 2013-14 by independent professional organizations. The Veterinary Technician program was accredited by the Ontario Association of Veterinary Technicians; the Power Engineering Technology program graduates were assessed by TSSA (Technical Safety Standards Association) and will be accredited as 3rd Class Stationary Engineers; and, the Ontario Nurses Association approved our RPN program.

Additionally, in October 2013, Sabrina Janisse, graduate of the new Thames Campus Fitness and Health Promotion Program, was the first and only college graduate from Canada to become a Registered Fitness Professional and a Certified Resistance Trainer through the National Fitness Leadership Alliance (NFLA). This certification is recognized internationally in over seven countries.

In April 2013, Kandice Bagley, Police Foundations (Class of 2009) was selected as Valedictorian at the Ontario Police College with an overall average of 96.4%.

Two graduates of the St. Clair College Advertising program are off to the prestigious Cannes Lions International Festival of Creativity as a result of winning the Gold medal in the National Advertising Competition, Young Media Category. Jeremy Marcoux (Advertising, 2010) and Stephanie Dalziel (Advertising, 2010) received a trip to Palais des Festivals et des Congrès in Cannes, France. This year's competition was held June 16 to 22, 2013.

Other academic institutions and governments have recognized the value of a St. Clair College credential. During 2013-14, a number of important new contracts, partnerships and articulations were finalized.

- In June 2013, St. Clair College signed a partnering Memorandum of Understanding with the Ministry of Community Safety and Correctional Services (MCSCS). St. Clair College is now administering the Corrections Officer Recruit Physical Testing, also known as FITCO. This testing is instrumental with the ongoing recruitment by the MCSCS for the forthcoming opening of the new Correctional Centre in Windsor, Ontario.
- In October 2013, St. Clair was awarded a contract by an off-shore government agency to deliver an Internet Web Development program to international

students. And, in November 2013, the same agency awarded a contract to deliver our Sustainable Energy program to international students.

During 2013-14, our students competed and excelled at provincial and national academic competitions.

- At the Ontario Colleges Marketing Competition (OCMC) Gold Medals for the Entrepreneurship Case Study were awarded to Business Marketing students Ted Williamson and Roger Provencher, and Joseph Civkovski and Roger Provencher won the Silver Medal in the International Marketing Case Study.
- Graphic Design student, Sydney Taylor won the 10th Annual Shores of Erie Wine Festival Poster Contest.
- Third year Advertising and Marketing Communications students David Nolet, Emily Gignac, Lindsay Renaud, Maria Maggio, Paul Morgan and Sarah Fraser, brought home a Bronze Medal in the GRIP Juicer Competition from Toronto in April.
- At the 2013 Skills Canada Ontario Competition St. Clair College was honored with the College Award of Distinction for 2013. St. Clair College students were gold medal winners: Dylan Ashton (Graphic Design), Franco Iacobacci (IT Network Support), Simon Van Raay & Mark Hecnar (Landscape Gardening); Carlo Macasaet (OTSC Medal Design) and Anna Kwaiatkowski (OTSC Pin Design). Additionally, Dylan Ashton competed in the Skills Canada National Competition and received a Silver Medal in the Graphic Design Competition.

St. Clair College has begun to establish a research and development reputation in the local community and industry. The philosophy for R&D at St. Clair is to have students and their programs involved in any project. For example, in conjunction with Unifab, the College secured provincial and federal grants of \$65K to construct a prototype of a specialty mobility device. The College also secured a long-term project to investigate the durability of novel materials for concrete reinforcement. Additionally, the College was awarded \$237K to create a student innovation and entrepreneurship center.

The College continues to invest in capital and equipment. The Mary Uniac Health Science Education Centre was completed at a cost of \$516K with much of the cost covered by community donations. The facility provides patient robot simulators, clinical laboratories, and smart classrooms to provide specialized training for the health related programs at the Thames Campus. Furthermore, \$517K was spent in the re-development of space for the new Fashion Design and Pre-Firefighter programs together with renovations to the Student Services Lobby. Investments were also made in new academic equipment. For 2013-14, over \$300K was spent to renew and upgrade academic equipment. Some examples include \$30K for upgrades to the networking laboratories, \$15K for ultrasound specimens and a new scanning machine,

new IV pumps for the nursing students (\$30K), and \$40K for video teaching cameras. Furthermore, a number of IT and AV investments were made. The College spent \$500K to provide industry-standard software to our learners. Additionally, about \$200K was invested in 2013-14 for new computing capacity, switches, network upgrades and for new AV equipment such as projectors and smart boards. Additionally, the College's established presence and importance in the training of nursing and allied health professionals, when a provincial grant for \$143K was awarded to the College to purchase simulation robots for instruction in the health care fields.

7.2 Enrolment Growth

In spite of unfavorable local demographics and heightened competition for students, St. Clair College has managed to maintain a stable enrolment position over the past few years by selectively introducing new programs with in-depth analysis of student demand. The total post-secondary enrolment for the College is given in Figure 3. Figure 4 summarizes the AAL1 enrolments for St. Clair College and for the provincial community colleges. It can be seen from Figures 3 and 4 that total post-secondary enrolment has decreased about 2% year-over-year while the AAL1 enrolment for the College has remaining essentially stable over the same period. The AAL1 enrolment for the CAAT system has increased substantially year-over-year because the population and demographic growth in the GTA skews the overall CAAT system results. For 2013-14, new signature programs Fashion Design and Pre-Service Firefighter were introduced. In the case of the latter, the Pre-Service Firefighter program had previously been offered in part-time delivery. The Fashion Design program had 36 students enrolled on the November 1 audit date. The Pre-Service Firefighter program had 21 students enrolled on that date despite a very late approval from regulators.

Extending the reach of our domestic recruitment geographically into the growth areas of the province has proved successful. On a year-over-year basis, there has been a 59% increase in students outside of our home catchment area including a 100 student increase from the Greater Toronto Area. In addition, a new position was created in early 2014 to boost St. Clair market share of the students graduating from Chatham-Kent and Lambton-Kent high schools.

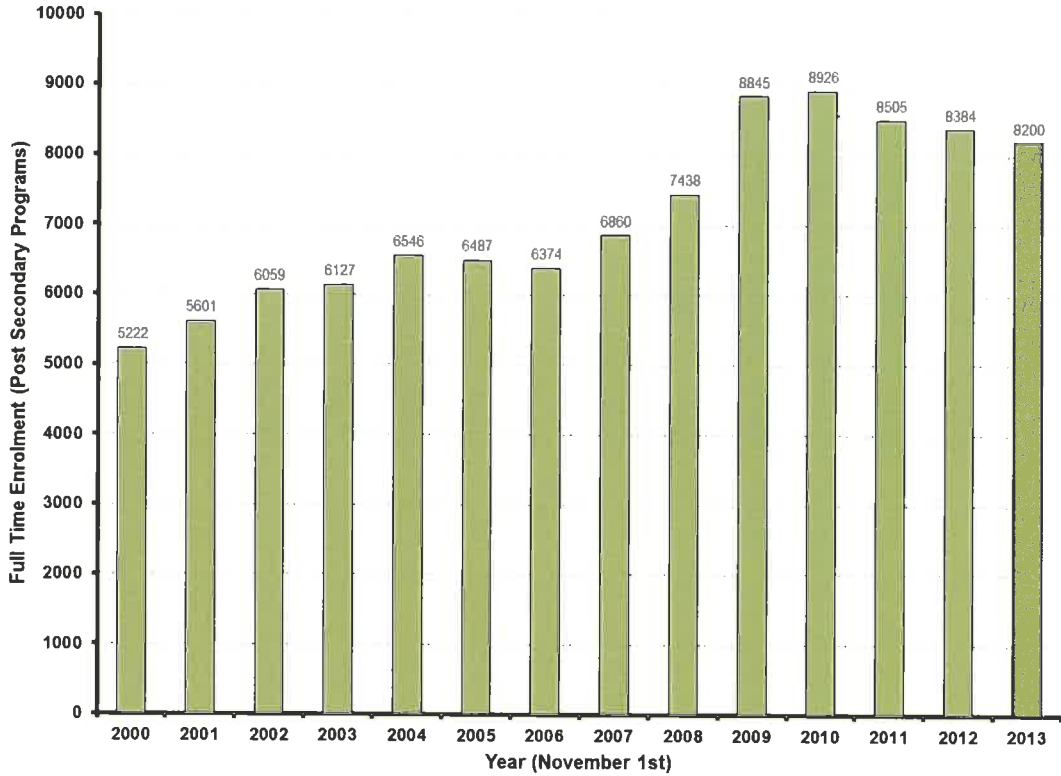


Figure 3. Total St. Clair College Post-secondary Registrations 2000-13.

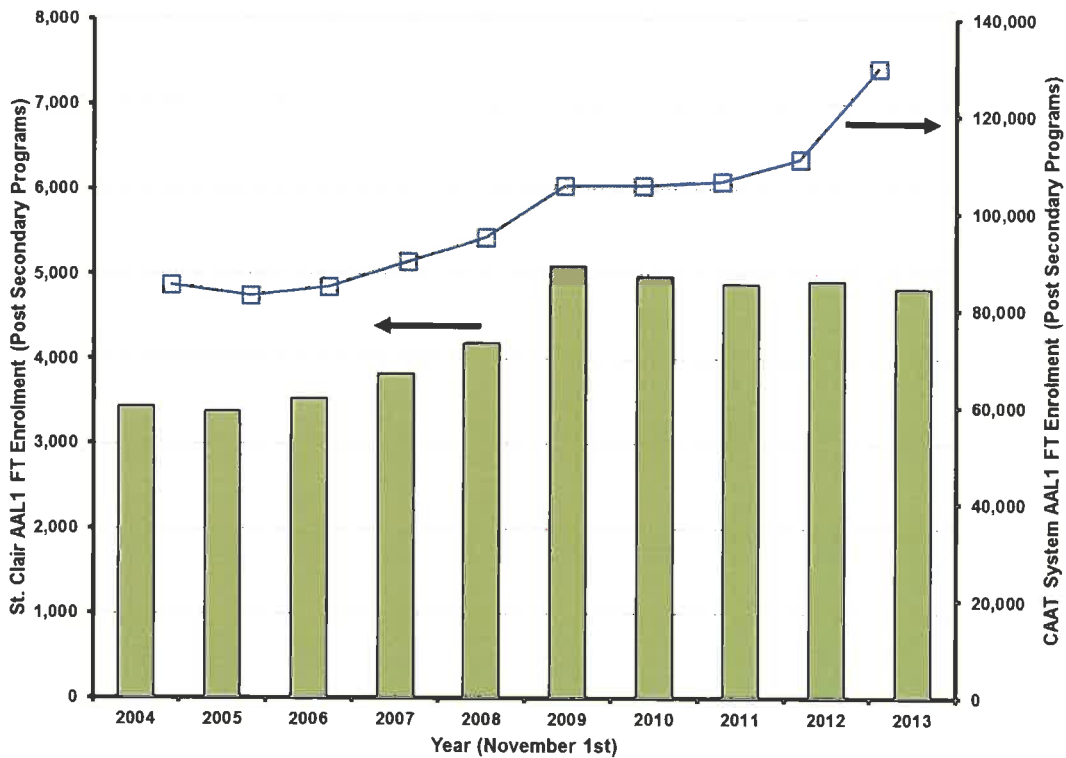


Figure 4. St. Clair College and CAAT System AAL1 Registrations 2004-13.

Another source of enrolment growth is the Dual Credit Program. This program allows high school students to participate in post-secondary courses and apprenticeship training while earning credits that count towards both high school diploma and post-secondary or apprenticeship credentials. The Dual Credit program has seen significant growth in the last five years from three courses and 17 students in 2009/10, to 42 courses and 805 registrations in 2013/14. Once the students are engaged, data shows that 20% of these students are registering for full time post-secondary programs at the College.

For 2013-14, year-over-year retention increased slightly to 79.6% from 78.1% the previous year. However, over three years, retention has increased from 72.4%. A number of new initiatives were implemented during 2013-14. A mentorship program for all first year students and mid-term student evaluations were implemented. We initiated the “Student Lifeline” project. The “Student Lifeline” is a professional support service that provides students with confidential counseling, community referrals, and other resources and tools for success. To mitigate student withdraw due to financial difficulties, the College maintained a very generous scholarship and bursary program. A number of new scholarships were created including the Eugene Whelan Scholarship. The KPI Graduation Rate improved from 57% last year to 62% in 2013-14 although the provincial KPI Graduation Rate is 65%. The improvement in the graduation rate can be largely attributed to faculty attention given to the “gateway courses” where course delivery methodologies were changed or the curriculum modified to make content more meaningful to the student.

The 2013-14 school year was a good one for international recruitment at St. Clair College. In 2013F, there were 290 international students from 36 countries registered at the College. By comparison, in 2012F, there were 261 international students at the College. This is an 11% increase in the international student number on a year-over-year basis. Figure 5 compares the geographic segmentation of the international student population at St. Clair College.

St. Clair also finalized a number of international partnerships and agreements during 2013-14 which will add to the international student numbers and institutional partnerships at the College.

- Two government contracts worth a total of \$3.4 Million were signed. St. Clair College will provide programming in Web Development and Sustainable Energy for 37 international students in Windsor and Chatham.
- An overseas office in Kunming, China was opened. As of 2013F, the College’s various Chinese partner enrolled 279 students up from 91 students in 2012F.

- St. Clair, in conjunction with the Canadian Association of Canadian Colleges (ACCC)-and the Brazilian government, enrolled six “Science without Borders” students in our ESL program.
- St. Clair College @ Acumen, located in Toronto, was created to promote a metropolitan experience to international students. St. Clair College has licensed its curriculum to Ace Acumen Academy (AAA), to allow St. Clair College international students to study academic programs in Toronto. Ace Acumen Academy (AAA) provides the General Business Diploma and Computer Systems Technician Diploma St. Clair College programs.

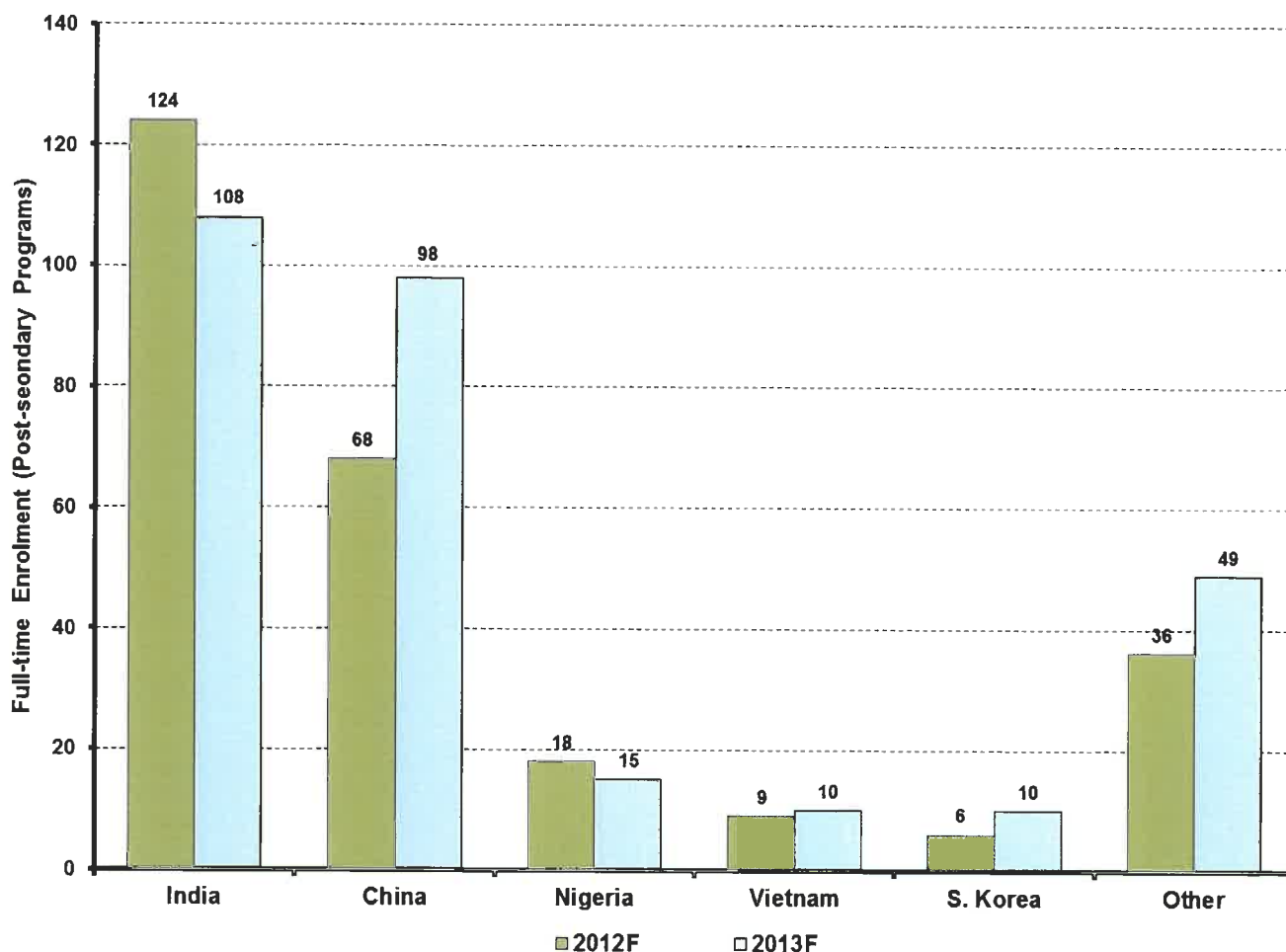


Figure 5. Comparison of the Geographic Segmentation of the International Student Body at St. Clair College.

To increase part-time enrolment in Continuing Education, the College introduced ten new offerings including Mobile Marketing, Search Engine Optimization, Social Media Marketing, Censorship-Media-&-You, Environmental Citizenship, Growing Up Digital, Renaissance Movement, Social Impact of Technology, World Cinema, and Theory of Family Centered Care.

There were 6748 St. Clair students registered in Ontario Learn on-line courses representing a 29% increase over the past three years.

7.3 Completion of Capital Projects

Windsor SportsPlex



Figure 6. Windsor SportsPlex. Ontario Gymnastics Championship April 2014.

This year brings the opening of the latest jewel on Campus, the new SportsPlex. The SportsPlex met the “substantially complete” designation by March 31, 2014. Cosmetic touches are scheduled to be completed mid-spring 2014. This state-of-the-art \$23 M, 85,000 sq. ft. facility is like no other west of the GTA. Students have the opportunity to work out in the 10,000 sq. ft. fitness facility along with two studios for spinning, yoga and other related fitness options. The triple gym that seats approximately 1,500 spectators allows varsity athletes to showcase their talents in a top-notch facility. A 60-student classroom overlooks the campus on the south side of the building with the “Saints Suite” or VIP room across the hall overlooking the gym with an open air view to the action on

the courts below. It's unique design, incorporating 'scoops' to allow natural light into the building, leaves visitors in awe, as they tour through the Great Hall leading into 12 major league-inspired team rooms and Sports Therapy Centre. On the top level a triple lane running track completes the facility. The SportsPlex is a major attraction for students interested in the new Fitness & Health Promotion and Sports Management programs, set to begin 2014F.

Fashion Design Laboratory and Teaching Space



Figure 7. The new fashion design laboratory and teaching space.

The new Fashion Design Program welcomed its inaugural class in September 2013 with two dedicated learning spaces and a reception and display area created for the students.

In the 750 ft² Sewing Laboratory, students construct entire garments using industrial straight stitch machines, industrial serger machines, hemmers and steam presses. Additionally, the Sewing Laboratory is outfitted with state-of-the-art audio visual equipment for live and recorded demonstrations.

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In the 750 ft² Pattern Making Laboratory, students learn how to measure and create a flat or draped pattern. There are a variety of dress forms (called “Judies”). The Pattern Making Laboratory is also used as learning space for the textiles and fashion illustration coursework. As in the Sewing Laboratory, the Pattern Making Laboratory is outfitted with with state-of-the-art audio visual equipment.

Mary Uniac Health Science Education Centre

The Mary Uniac Health Science Education Centre on the Chatham Campus opened for students in September 2013. The facility includes specialized equipment for teaching the health sciences including patient robot simulators, clinical laboratories and smart classrooms.



Figure 8. The Mary Uniac Health Science Education Centre.

7.4 Development of Human Resources

Staffing:

During 2013-14, there were 29 full time hires at St. Clair College representing 15 faculty, 10 support staff, and 4 administrative staff. The faculty hires were a combination of replacing retired faculty, expanding our bench strength and adding instructors with content expertise for the new programs.

Professional Development:

St. Clair College is committed to the ongoing professional development of its workforce. In 2013-2014, \$298K was spent on professional development with \$176K directly spent on tuition and conference fees.

St. Clair College is a member of a consortium of colleges in SW Ontario and provides faculty with specialized teacher training for all faculty through the College Educators Development Program (CEDP). Additionally, the College provides a broad range of in-house professional development courses focused on preparing faculty for IT in the teaching environment together with courses providing essential skills for teaching.

IT Training:

- Microsoft Outlook.
- PeopleSoft Survival Skills.
- PeopleSoft: Course Outline System Workshop.
- Microsoft Word, Excel, Outlook, PowerPoint, and Access
- Turnitin

Teaching Skills Training:

- Get to Know Your Classroom Equipment.
- Turnitin.com (A proven aid to help prevent plagiarism and engage students in the writing process).
- Writing Course Outcomes and EKS Statements (Embedded Knowledge and Skills).
- Course and Lesson Planning.
- Understanding General Education Requirements.
- Assessment and Course Integration.
- Social Media in the Classroom.
- Making the Message Meaningful and Memorable in the Classroom.
- The Purposeful Use of Cellphones in the Classroom.
- Flipping the Classroom using Jing, Camtasia and Other Types of Information Technology.

- Student Led Activities for any Classroom.
- Creative Classroom Management.
- From Bored to Inspired – Academics That Shake, Rattle and Roar.
- Engaging Students in Larger Classes.
- Creating Rubrics to Support Assessments in Teaching and Learning.
- Integrated Learning: A Planned Approach to Support Student Success in the Classroom using Authentic Assessment and Evaluation Practices.
- Test Question Creation, Presentation and Documentation Workshop.
- Hybrid Course Design: Converting a Traditional Course (Module 1).
- Hybrid Course Design: Converting a Traditional Course (Module 2).
- A No-Stress Backstage Pass to “Explain Everything” (an application that allows you to screen capture or work with your own or your publishers existing PowerPoint slides).
- Intercultural Communication Skills for College Educators.
- The Big Picture-Rethinking Dyslexia.
- Using the Concept of Universal Design for Learning: Reaching a Diverse Group of Learners.
- Building the Community in the Classroom.
- How Can We Improve Our Graduation Rate?
- Identifying and Referring Students in Distress.
- First Nations/Aboriginal Cultural Awareness.
- The Under-Prepared Learners.

Additionally, the College also offers in-house training for any employee in various health and safety, security and wellness training and skills.

- First Aid/CPR/AED
- Transportation of Dangerous Goods
- Blood Borne Pathogen Training
- Overhead Crane
- Control of Hazardous Energy (Lockout/Tagout)
- Safe Lifting – Ergonomics and Manual Material Handling
- Fire Extinguisher Training
- Ladder Training
- Non-Violent Crisis Intervention
- Spill Response Training
- Office Ergonomics

Employee Assistance Plan (EAP):

St. Clair College offers our employees a support plan to deal with problems ranging from drugs and gambling to family and other personal issues. The service was accessed 182 times by our employees during 2013-14.

7.5 Fundraising / Partnership Activities

Donations:

The College received in-kind donations valued at over \$150K during 2013-14. The significant donations included a pumper truck from the local fire service for our new Pre-Service Firefighter program and an ambulance from the local EMS service for the Paramedic program.

For 2013-14, the College also received over \$145K in direct cash donations for specific College departments, programs, student clubs or athletic programs. Some of these included \$56K for Ontario Colleges Marketing Competition sponsorships, \$50K for room naming, and \$10K for scoreboard sponsorship.

Annual Scholarships:

The St. Clair College Foundation hosted the Annual Scholarship Awards Presentations at the St. Clair College Centre for the Arts on February 19 and 20, 2014 and February 27, 2014 at Thames Campus. See Figure 9. Scholarship donors and the student recipients attended and enjoyed the opportunity to meet one another. The Foundation awarded approximately 600 scholarships, totaling more than \$330K in endowment and term-funded scholarships.



Figure 9. The 2013-14 Scholarship Awards Night at St. Clair Centre for the Arts.

The Annual Gourmet Food and Wine Gala – 2013:



Figure 10. The Annual Gourmet Food and Wine Gala - 2013.

The 2013 Annual Gourmet Food and Wine Gala, “Cirque du St. Clair”, was held on Friday, April 19, 2013. Thanks to the generosity and support of our sponsors and

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guests, the College was able to present \$3K in scholarships to our students and the remaining proceeds were contributed to the Hospitality, Culinary, and Tourism and Travel programs. The evening included performances from our Music Theatre Performance students and live entertainment from Sky Society's Aerial Acrobatic artists.

Annual Golf Tournaments:



Figure 11. The 2013 Foundation Golf Tournament. (L-R: John Leontowicz, Patrick Weaver, Victoria Thompson, Frank Mocerì).

The 11th Annual Invitational Golf Tournament was held on Monday, June 3, 2013, at Sutton Creek Golf Club. The event was well-attended. St. Clair College donated \$10K to the United Way Centraide. Funds raised also went towards the new SportsPlex, in Windsor.

The second annual President's Golf Tournament was held at the Links of Kent Golf Course, in Chatham, on October 4, 2013. The event was successful as the College was able to raise \$5K for the Chatham-Kent Children's Services.

7.6 Community Involvement / Community Profile

Dr. John Strasser, President, was requested to speak at a number of community events over the past year. Examples of those speaking engagements are provided below.

- The South Asian Centre of Windsor (April 26, 2013) - Dr. Strasser was the keynote Speaker at the South Asian Annual Dinner. He provided the group with an update on the activities of St. Clair College, including College initiatives in international recruitment.
- Town & Gown Association of Ontario Annual Symposium (May 12 - 14, 2013) – The President was asked to participate in a panel discussion held on May 13, 2013 on the Rise of the Downtown Campus. The other panelists included Dr. Alan Wildeman, President, University of Windsor and Windsor Mayor Eddie Francis.
- Regional Counselor’s Dialogue (May 22, 2013) – The President presented an update on St. Clair College initiatives and activities to a group of Guidance Counselors from Niagara, Conestoga, Fanshawe, Lambton and St. Clair colleges. The Western Region event was held at the St. Clair College HealthPlex, in Chatham.
- Town Hall Meetings With St. Clair College Staff - (May/June, 2013) – The President held Town Hall meetings with Windsor Faculty (May 29, 2013), Chatham Faculty and Support Staff (June 10, 2013) and with Windsor Support Staff (June 11, 2013). The President provided the attendees with an update on activities at St. Clair College. The meetings also provided an opportunity for a question and answer period and for an open dialogue with the President.
- Southwest District Ontario Professional Planners Institute (OPPI) “Inspiration + Intervention in a Downtown Campus” (October 24, 2013) – The President was asked to speak at the OPPI Fall Dinner, held at the St. Clair College Centre for the Arts. The event was jointly organized by the OPPI, The Ontario Association of Architects and the Ontario Association of Landscape Architects. The President’s topic of discussion was St. Clair College’s contribution to the “Downtown Campus”.
- Greenhouse Growers Meeting (November 12, 2013) – The President spoke at a dinner meeting attended by over thirty greenhouse owners, operators and growers from the Leamington and surrounding areas. Dr. Strasser presented the College Strategic Directions and the Next Five Year Plan. The purpose of the meeting was to explain the opportunities and initiatives available at St. Clair

College and to gain valuable feedback from the attendees on what we can do as a College to assist in all aspects of their operations.

- Essex County Dental Society (November 14, 2013) – The President was invited to update the Board members of the Essex County Dental Society on the activities and initiatives of St. Clair College. The meeting was hosted by the College and held at the Centre for Applied Health Sciences.
- Greater Essex County District School Board (January 18, 2014) – With the use of narration and music, Dr. Strasser provided, for a fourth year in a row, a workshop on leadership development, to a group of Principal candidates enrolled in a Leadership Development Program.
- TV Cogeco - “Let’s Talk” with Cas McGeown (January 21, 2014) - The President was asked by TV Cogeco, Windsor, to participate as a panelist in a community discussion examining “What Makes a School Good?” Other panelists included Paul Picard, Director of Education, Windsor Essex County District School Board, Joseph Picard, Director of Education, Conseil Scolaire Catholique Providence, Erin Kelly, Director of Education, Greater Essex County District School Board, Professor Andrew Allen, Faculty of Education, University of Windsor and approximately twenty student presenters.
- WindsorEssex Economic Development Corporation (March 21, 2014) – Dr. Strasser presented an overview of St. Clair College at a meeting that was organized by Sandra Pupatello, CEO, WindsorEssex Economic Development Corporation. The purpose of the meeting was to discuss the role of the local education system in skills development and was attended by representatives in education and industry.
- Greater Essex County District School Board (GECDSB) (March 31, 2014) – St. Clair College was host to the Director’s Council Planning Session lead by Erin Kelly, Director of Education, Greater Essex County District School Board. The President, along with the College’s Senior Management team, presented an overview of College initiatives, programs and services.

St. Clair College has a strong profile within the community thanks to the hard work of our staff and students. The College provides numerous sponsorships to local high schools and community groups and St. Clair also supports numerous events thanks to the generosity of our staff who get involved in a wide variety of activities on behalf of the College. Here is just a small example of the way we support our community:

- Students from our Fitness and Health Training program along with some of our Varsity Athletes and our Cheerleading squad volunteered at the Annual United Way “iClimb” fundraiser.
- The students of the Culinary Program held several fundraising events (e.g. bake sales) and were able to provide generous donations to the Philippines Relief (Red Cross), Brain Injury Research, the Culinary Club, the Chez Talbot

- Refurbishment Fund, as well as assisting a family in Essex County with Christmas needs and expenses.
- The College continued its collaboration with the local OHL Windsor Spitfires team. As part of the sponsorship, the College donated hockey tickets to each Spitfires game to an inner city school so that elementary school children could have a chance to experience this level of sport.
 - Pre-Service Firefighting Students help spread the word during Fire Prevention Week. October 14 – 21, 2013 was Fire Prevention Week and the entire first year class of Pre-Service Firefighter students volunteered their time to visit elementary schools and assist the Tecumseh and LaSalle Fire Services divisions spread the word about fire safety.
 - The College continued its support of engineering technology and skilled trades education in the community by extending the \$1,000 tuition scholarship to any student who competed in this region's first Windsor-Essex Robotics Regional Competition.
 - St. Clair College presented each of the 13 participating high schools with a \$1,000 donation to assist them with the significant costs of entering this competition. The two high schools that won the regional competition and went on to the World Robotics Competition in St. Louis, Missouri, received an additional \$2,500 each to support their bid in the prestigious global competition.
 - On Saturday, October 19, 2013, the newly accredited Diagnostic Medical Sonography program of St. Clair College held its first Sonography Symposium at the South Campus in Windsor. 81 participants enjoyed a day filled with education and networking with the ultrasound community. Lectures were given by local radiologists, Dr. B. Ala, Dr. J. Speirs, and Dr. D. Gill as well as registered technologists Gillian Stoute of Windsor Vascular Lab and Wendy Lawson of Mohawk College. Sponsorship for the event was provided by Siemens, Canada, whose state-of-the-art ultrasound equipment is featured in the sonography lab in the Health Sciences Building. Siemens also presided over a student "poster contest" which was entered by all second year students in the program. The top four entries are featured in the above photograph. Winner of the contest was Pawel Borkulak.
 - The students of the Dental Hygiene program, in partnership with students from the Detroit Mercy Hospital Dental program, held a very successful mouth guard clinic on September 14, 2013.
 - In October 2013, The School of Nursing, Thames Campus and The Registered Nurses Association of Ontario sponsored an Addiction Workshop for the community. Approximately 60 people attended the event and students benefitted from this opportunity gaining valuable information in this field of study.

- On November 28, 2013, St. Clair College partnered with the Chatham-Kent Workforce Planning Board, to host a Career Fair for the residents of the Municipality of Chatham-Kent. The Career Fair is an opportunity for students, job seekers, and the general public alike, to learn about the types of careers that exist in Chatham-Kent. The event was attended by approximately 600 people.
- St. Clair College Employment Centres, in Windsor, Amherstburg and Wallaceburg, served 8,951 unemployed or under-employed individuals (Windsor – 3,580, Amherstburg – 2,689, Wallaceburg – 2,682) for help with job search, resume and interview assistance, job placements, workshops, Second Career and other training opportunities. The Employment Centres provided 1,135 students (Windsor/Amherstburg – 652, Chatham-Kent – 483) with employment opportunities and helped 207 local employers (Windsor/Amherstburg – 105, Chatham-Kent – 102) create summer student positions with student wage subsidies in the amount of \$517K.
- St. Clair College supported two science fairs in March 2014. The first was at the Thames Campus where more than 350 elementary school children participated in a one day fair that highlighted the importance of the sciences education. The second Science Fair took place at the Windsor Campus and was targeted to secondary school students. More than 500 students, 150 judges and teachers took part in this weekend long event.
- The Self Employment Assistance (SEA) Office assisted 191 potential business owners develop business proposals. The SEA Office assisted 108 business owners launch new businesses with business administration classes, business consulting and self-employment benefits information.
- In March 2014, 70 first-year Practical Nursing (PN) students from Thames Campus took part in “Brain Day”, provided by Parachute Canada, with the Chatham-Kent Public Health Unit. Under the direction of Professor Heather Dewangner, the students attended a full day orientation on how to deliver this program. The PN students provided education to elementary school students between grades 4-6 in Chatham-Kent. Twenty-six schools and over 1700 elementary students were educated in injury prevention, helmet fitting tips, basic neuroscience vocabulary and how and why it's important to protect their brain and spinal cord.
- The College spearheaded the first Secondary School Skills Competition which took place on Windsor Campus March 22, 2014. Thirty five high school students from nine schools took part in four competitions: Culinary, Carpentry, Architectural CAD and Precision Machining.
- In a new tradition, employees of the College have participated in the annual Dragon boats for a Cure weekend held in July on Lake St. Clair in Tecumseh. Team members collect pledges and attain sponsors which are pooled with over

200 community teams which provide funds for various cancer support agencies and organizations. In 2013, our College team of 21 contributed \$13,000 to the event.

- Since 2008, St. Clair College and the Alumni association have been annual partners in the Raise A reader Campaign with the Windsor Star. The Raise a Reader campaign raises funds and awareness to support literacy initiatives in our community. Used and news book sales, garage sales, student class and corporate donations are yearlong aspects of their funding. The major platform for literacy needs in Windsor and Essex County is the annual Raise a Reader Day. On September 13th, the Raise a Reader Day included College staff, students and alumni who were part of over 300 volunteers throughout Windsor and Essex County who collected donations for special copies of the Windsor Star focusing on literacy. The selling took place from 6 to 10am at our St. Clair College campuses and hundreds of locations selling these special editions. After the selling was over, all of the volunteers were hosted for a special morning breakfast sponsored by the St Clair College Alumni Association at our downtown Centre for the Arts. Community literacy agencies and programs were presented over \$60,000 raised in 2012 from the campaign.
- The 7th Annual Summer Jobs for Youth Program is an initiative of New Beginnings of Windsor. This program provides fully subsidized jobs for at risk youth between 15-18 years old for six weeks in July and August. The College's downtown Windsor Centre for the Arts is the kickoff location annually for this initiative. Over 250 youths from various postal codes in our city were working at 120 businesses in Windsor Essex. Some additional program components of the program is one week of pre-employment training and support which includes first aid and CPR training, health and safety training, life skills, employability skills and interview coaching. Also the youth are provided one week of post-employment support training including resume building, job search techniques, interview skills and self-esteem boosting workshops. The College offers each graduating youth of the program which are of age receive a letter of congratulations from President Strasser and a \$500 entrance scholarship for St. Clair College. Last year 25 youth who had graduated from the program received our letter.
- At Thames Campus in Chatham-Kent students and staff were involved in a number of community related outreach programs that included:
 - Powerline Technician students worked with a local contractor to install lighting in a community dog park.
 - Nursing students conducted blood pressure clinics at Union Gas.
 - Child & Youth Worker students raised awareness about the challenges and dangers faced by homeless youth in the community with an overnight vigil.

They also conducted a fundraising campaign to support youth programs in the community.

- As a member of the Chatham-Kent Workforce Development Board, a partnership with the University of Guelph, Ridgetown Campus and the CKWDB, saw 2 videos produced to encourage young people to “Learn Local, Live Local”.

8.0 Analysis of Financial Performance

St. Clair College is projected to end fiscal year 2013-14 with “Excess of Revenue over Expenditures” of \$2,140,938 (subject to change, see Appendix A: Consolidated Audited Financial Statements, to be posted by June 30, 2014). Revenue decreased by approximately \$3 million. Expenditures were about 5% higher than the prior year. There was no disposal of capital assets.

	<u>2013-14</u>	<u>2012-13</u>
Revenues	\$120,067,205	\$123,385,568
Expenditures	<u>\$117,926,267</u>	<u>\$111,813,772</u>
Excess of Revenue over Expenditures	<u>\$2,140,938</u>	<u>\$ 11,571,796</u>

Revenues

Government (MTCU) Operating Grants: slight increase compared to 2012-13.

Contract Income: increased about \$2 million compared to 2012-13 (increase is related to international contracts and new government funding - youth employment & product innovation).

Student Tuition: increased approximately \$1.5 million compared to 2012-13. The increase in revenue was due to rate increases and program mix.

Ancillary Revenue: increased by \$0.9 million. The increase was mainly attributable to revenue from the Woodlands Golf Course (a new acquisition), St. Clair College Centre for the Arts, Residence and Parking fees.

Other: decreased substantially. There was no disposal of capital assets.

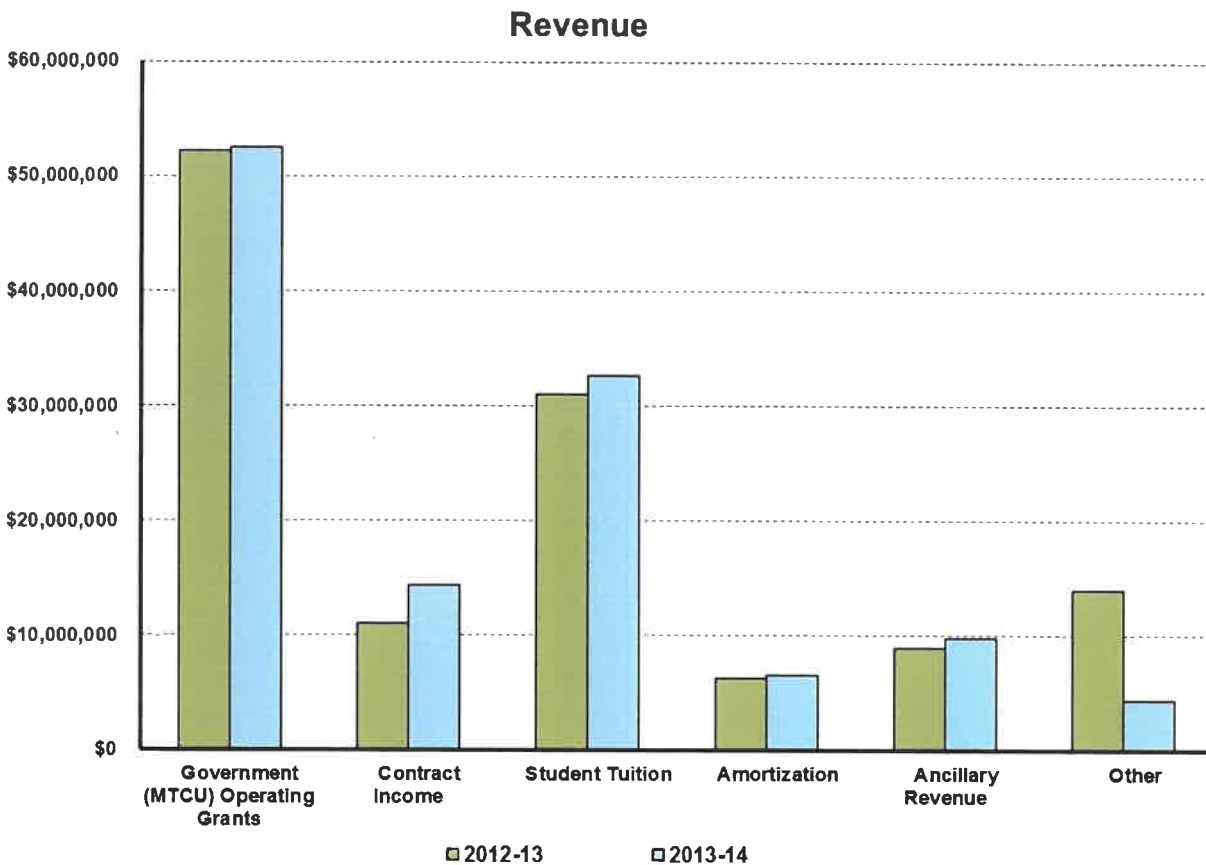


Figure 12. St. Clair College revenues 2013-14 compared to 2012-13.

Expenditures

Salary & Benefits: increased about \$2.3 million compared to 2012-13 (increase is related to contractual agreements, higher fringe benefit costs and the hiring of more part-time students).

Instructional Supplies: increased about \$0.8 million compared to 2012-13.

Plant & Property: increased about \$1 million compared to 2012-13. These costs are associated with providing a physical learning and working environment that is both safe and secure and is in compliance with numerous codes and regulations. Examples include, but are not limited to, facilities planning, maintenance, utilities, grounds and custodial services.

Other Expenditures: increased about \$2 million compared to 2012-13. These costs include: office supplies, advertising, travel, security, contracted educational services, scholarships and bursaries.

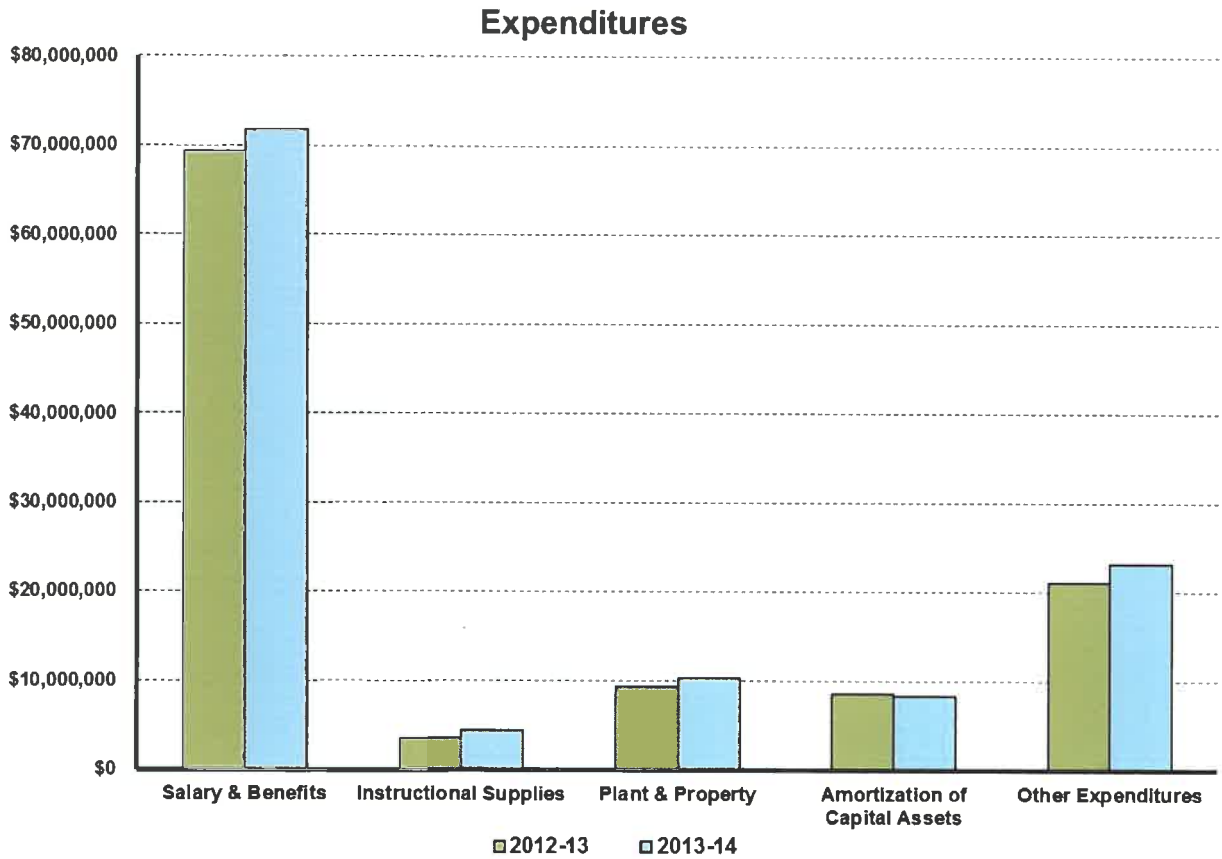


Figure 13. St. Clair College expenditures 2013-14 compared to 2012-13.

9.0 St. Clair College Foundation

The St. Clair College Foundation strives to assist the College in achieving its vision of excellence in career education and lifelong learning. It seeks to do this by:

- Generating resources in support of College objectives.
- Helping to build mutually beneficial alliances and positive relationships with individuals and organizations.
- Enhancing and expanding services to donors.
- Building funds to support students through the Scholarship program.

As of March 2013, the Foundation has an endowment fund of \$7.8 Million. The interest accrued from these funds is used each year to award scholarships to students at the Annual Scholarship Award Presentations. The Annual Foundation Scholarship Awards were hosted at the St. Clair College Centre for the Arts on February 19 and 20, 2014 and February 27, 2014 in Chatham. The College awarded 600 students more than \$330K in endowment and term-funded scholarships.

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Term-funded scholarships allow donors (companies, organizations, or individuals) to provide funds each year to the College for a scholarship to be awarded based on the donors' criteria. St. Clair College received more than \$41K for term-funded scholarships in 2013-2014.

New scholarships that have been established in the 2013-2014 fiscal year include:

- Architecttura Inc. Architect's Scholarship
- Bill Macri Memorial Scholarship
- Cynthia Bissonnette Scholarship
- Eugene Whelan Memorial Scholarship
- Health Systems Group Scholarship
- Industrial Drive/OACETT Engineering Scholarship
- Kyle James Memorial Scholarship
- Ljuba Lesak Memorial Scholarship
- Lyle Browning Memorial Scholarship
- Kathleen Kearns Olsen Memorial

The 23rd Annual Gourmet Food & Wine Gala – “Cirque de St. Clair” was held on April 19th, 2013, at the St. Clair College Centre for the Arts. The evening included a gourmet dinner, amazing service and outstanding entertainment which was supported by students in our Culinary, Hospitality, Travel & Tourism and Music Theatre Performance programs. Once again, guests were enthralled by the evening. At the gala, \$3K in scholarships was presented to 8 deserving students from the collaborating programs participating in the event. Approximately \$10K was raised for the shared programs in Hospitality, Culinary and Tourism. To date, we have contributed more than \$150K to programs from the proceeds of this event.

The Bill Macri Memorial Scholarship was established this year by Bill's wife Jeannie, in honor of Bill, who graduated from our Paramedic program. An endowment fund of \$10K was established. The family is supplementing the yearly award to ensure the recipient receives \$1K each year.

The Ontario Association of Certified Engineering Technicians and Technologists (OACETT), along with Industrial Drive Services and St. Clair College endowed \$24K to ensure students in engineering programs have opportunities for scholarships for many years to come. This is awarded to an engineering student who demonstrates a desire and passion to learn, exudes a positive attitude and acts as a team player in the program.

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The Cynthia Bissonnette scholarship was awarded for the first time this year. Ms. Bissonnette is an Alumna of the College as well as the former Chair of Nursing at St. Clair College. She started this annual scholarship to assist students in the Nursing field.

Also, an annual scholarship was set up in memory of Ljuba Lesak. This scholarship assists PSW program students who demonstrate compassion in the Palliative Care field.

The Mary Uniac Health Sciences Centre opened this past fall as a result of a generous donation from Mr. Frank Uniac. The Centre located at the Thames Campus, provides labs and simulation suites for more than 400 students studying in the Collaborative Nursing, Practical Nursing and Personal Support Worker programs. The 7,500 sq. ft. facility offers a full simulation lab, an OB GYN birthing lab, two large nursing labs complete with patient care beds and a classroom.

My Christmas Wish – Jody Raffoul, Jeff Burrows (Tea Party), Kelly Hoppe (Big Sugar) teamed up with St. Clair College and Blackburn Radio to create a music CD that included a ten song collection of holiday music. This is the third CD in a project that has become a holiday tradition benefiting community organizations and St. Clair College. This year, over \$15K was raised to benefit scholarships at St. Clair College.

APPENDIX A

2013-14 Consolidated Audited Financial Statements

The St. Clair College of Applied Arts and Technology, Consolidated Audited Financial Statements for fiscal year 2013-14 that also include the activity of the St. Clair College Foundation.

The Audited Financial Statements are part of the public record and made available on the College website at: www.stclaircollege.ca/about/corporatedocuments.html

The St. Clair College of Applied Arts and Technology

**Consolidated Financial Statements
March 31, 2014**



June 3, 2014

Independent Auditor's Report

To the Board of Governors of St. Clair College of Applied Arts and Technology

We have audited the accompanying consolidated financial statements of St. Clair College of Applied Arts and Technology and its wholly owned entity, which comprise the consolidated statement of financial position as at March 31, 2014 and the consolidated statements of operations, changes in net assets, and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

*PricewaterhouseCoopers LLP
245 Ouellette Avenue, Suite 300, Windsor, Ontario, Canada N9A 7J4
T: +1 519 985 8900, F: +1 519 258 5457*

PwC refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of St. Clair College of Applied Arts and Technology and its wholly controlled entity as at March 31, 2014 and the results of their operations, their remeasurement gains and losses, and their cash flows for the year then ended in accordance with Canadian public sector accounting standards.

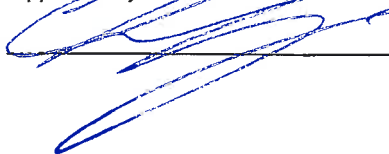
PricewaterhouseCoopers LLP

Chartered Professional Accountants, Licensed Public Accountants

**The St. Clair College of Applied Arts and Technology
Consolidated Statement of Financial Position**

	March 31, 2014	March 31, 2013
ASSETS		
CURRENT ASSETS		
Cash	\$ 14,656,815	\$ 1,237,412
Accounts receivable (Note 18)	8,531,108	8,339,426
Temporary investments (Note 2)	6,704,709	29,811,445
Prepaid expenses	1,315,619	714,289
	31,208,251	40,102,572
LONG-TERM INVESTMENTS (Note 2)	8,012,022	7,775,912
LONG-TERM RECEIVABLE (Note 5)	171,000	342,000
CONSTRUCTION IN PROGRESS (Note 6)	23,222,594	5,272,299
CAPITAL ASSETS (Note 7)	145,815,082	149,880,202
	\$ 208,428,949	\$ 203,372,985
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 12,289,861	\$ 9,695,978
Deferred revenue (Note 8)	9,500,696	8,431,219
Vacation pay	5,531,142	5,568,832
Current portion of long-term debt (Note 9)	630,387	2,242,658
	27,952,086	25,938,687
LONG-TERM DEBT (Note 9)	13,420,240	14,050,627
POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES (Note 10)	4,382,000	4,686,000
DEFERRED CONTRIBUTIONS (Note 11)	663,732	528,537
DEFERRED CAPITAL CONTRIBUTIONS (Note 12)	111,622,861	115,193,946
DEFERRED CAPITAL CONTRIBUTIONS RELATING TO CONSTRUCTION IN PROGRESS (Note 13)	9,330,000	4,660,700
	167,370,919	165,058,497
NET ASSETS		
Unrestricted		
Operating	8,831,306	21,431,023
Post-employment benefits and compensated absences	(4,382,000)	(4,686,000)
Vacation pay	(5,531,142)	(5,568,832)
	(1,081,836)	11,176,191
INVESTED IN CAPITAL ASSETS (Note 14)	34,034,188	19,160,837
EXTERNALLY RESTRICTED (Note 15)	8,105,678	7,977,460
	41,058,030	38,314,488
	\$ 208,428,949	\$ 203,372,985

Approved by the Board of Governors


Director


Director

The accompanying notes are an integral part of these financial statements

The St. Clair College of Applied Arts and Technology

Consolidated Statement of Operations

For the years ended	March 31, 2014	March 31, 2013
REVENUE		
Grants and reimbursements	\$ 50,377,114	\$ 50,672,713
Capital support grants	376,707	409,240
Tuition revenue	32,560,809	31,019,694
Contract training	15,569,424	12,602,602
Amortization of deferred capital contributions	5,947,185	6,222,335
Other income	5,598,491	7,824,910
Donations	364,564	397,027
Foundation	511,285	364,033
Ancillary operations	9,813,079	8,914,912
Gain on disposal of capital assets	-	4,958,102
	121,118,658	123,385,568
EXPENSES		
Academic	59,330,954	57,777,679
Student services	10,302,228	9,042,648
Administration	15,739,532	13,894,140
Property and plant	13,055,534	12,392,398
Supplementary	1,946,457	1,720,593
Ancillary operations	8,759,117	7,640,162
Foundation	511,285	364,033
Vacation pay	(37,690)	(46,080)
Post employment and compensated absences	(304,000)	(366,000)
Bursaries and scholarships	364,564	397,027
Amortization of capital assets	8,305,171	8,584,019
Other expenditures out of capital support grants	530,182	413,153
Unrealized loss on long-term investments	-	-
	118,503,334	111,813,772
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$ 2,615,324	\$ 11,571,796

The accompanying notes are an integral part of these financial statements

St. Clair College of Applied Arts and Technology
Consolidated Statement of Changes in Net Assets

	March 31, 2014			
	Unrestricted	Capital (Note 14)	Externally Restricted (Note 15)	Total
BALANCE, BEGINNING OF YEAR	\$ 11,176,191	\$ 19,160,837	\$ 7,977,460	\$ 38,314,488
ENDOWMENTS RECEIVED DURING THE YEAR	-	-	128,218	128,218
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	4,973,310	(2,357,986)	-	2,615,324
INVESTMENT IN CAPITAL ASSETS	(17,231,337)	17,231,337	-	-
BALANCE, END OF YEAR	\$ (1,081,836)	\$ 34,034,188	\$ 8,105,678	\$ 41,058,030

	March 31, 2013			
	Unrestricted	Capital (Note 14)	Externally Restricted (Note 15)	Total
BALANCE, BEGINNING OF YEAR	\$ 913,273	\$ 17,711,958	\$ 7,862,364	\$ 26,487,595
ENDOWMENTS RECEIVED DURING THE YEAR	-	-	115,096	115,096
INVESTMENT IN LAND (NOTE 4)	-	140,000	\$ -	140,000
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	13,933,481	(2,361,684)	-	11,571,796
INVESTMENT IN CAPITAL ASSETS	(3,670,563)	3,670,563	-	-
BALANCE, END OF YEAR	\$ 11,176,191	\$ 19,160,837	\$ 7,977,460	\$ 38,314,488

The accompanying notes are an integral part of these financial statements

The St. Clair College of Applied Arts and Technology
Consolidated Statement of Cash Flows

	March 31, 2014	March 31, 2013
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
OPERATING		
Excess of revenue over expenditure	\$ 2,615,324	11,571,796
Items not involving cash:		
Amortization of capital assets	8,305,171	8,584,019
Amortization of deferred capital contributions	(5,947,185)	(6,222,335)
Deferred contributions recognized as revenue in the year	(509,280)	(267,725)
Unrealized (gain) loss on long-term investments	(96,015)	(137,523)
Gain on disposal of capital assets	-	(4,958,102)
	4,368,015	8,570,130
Accrual for post-employment benefits and compensated absences	(304,000)	(366,000)
Changes in non-cash working capital items:		
Accounts receivable	(191,682)	104,765
Prepaid expenses and other assets	(601,330)	26,179
Accounts payable and accrued liabilities	2,593,883	1,471,794
Accrual for vacation pay	(37,690)	(46,078)
Deferred revenue	1,069,477	1,184,745
	6,896,673	10,945,535
FINANCING		
Deferred contributions	644,475	379,747
Repayment of long-term debt	(2,242,658)	(2,307,214)
Endowment contributions	128,218	115,096
	(1,469,965)	(1,812,371)
CAPITAL		
Contributions received for capital purposes	2,376,100	2,700,998
Contributions received for construction in progress	4,669,300	4,120,700
Purchase of capital assets, net of contribution of land of \$Nil (2013 - \$140,000)	(22,190,346)	(8,470,651)
Proceeds on sale of capital assets	-	5,009,038
	(15,144,946)	3,360,085
INVESTING		
Long-term receivable	171,000	327,193
Purchase of long-term investments	(140,095)	(147,001)
Purchase of temporary investments	-	(13,916,851)
Proceeds on sale of temporary investments	23,106,736	-
	23,137,641	(13,736,659)
NET CASH INFLOW (OUTFLOW)	13,419,403	(1,243,410)
CASH, BEGINNING OF YEAR	1,237,412	2,480,822
CASH, END OF YEAR	\$ 14,656,815	\$ 1,237,412
<i>Supplemental disclosure</i>		
INTEREST PAID	\$ 989,407	\$ 1,102,604
INTEREST RECEIVED	\$ 470,572	\$ 498,736

The accompanying notes are an integral part of these financial statements

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

1. SIGNIFICANT ACCOUNTING POLICIES

Description of Organization	<p>The St. Clair College of Applied Arts and Technology (the "College"), was incorporated in 1965 under the laws of the Province of Ontario, and is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the Crown and provides postsecondary, vocationally oriented education in the areas of applied arts, business, health sciences and technology.</p> <p>The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).</p>
Basis of presentation	<p>The consolidated financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB for Government NPOs").</p> <p>The consolidated financial statements include the accounts of the College and its wholly controlled entity, St. Clair College Foundation. All significant inter-organization balances and transactions have been eliminated on consolidation.</p> <p>These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations.</p> <p>The consolidated financial statements of the College have been prepared by management in accordance with PSAB for Government NPOs.</p>

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

Revenue recognition

The College follows the deferral method of accounting for contributions, which include donations and government grants. Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.

Ancillary revenues including parking, bookstore, residence, St. Clair Centre for the Arts and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when received or receivable and if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.

Restricted contributions for the purchase of capital assets are deferred and amortized into revenue on straight-line basis corresponding with the amortization rate for the related capital assets.

Endowment contributions, having externally imposed restrictions requiring that the principal be maintained intact, are recognized as direct increases in endowed net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned.

Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of \$920,125 (2013 - \$4,789,598) which have not been recorded in the accompanying financial statements.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital assets Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

Construction in progress is not recorded as a capital asset, or amortized until it is put into service.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings	- 40 years
Site improvements	- 10 years
Equipment	- 5 years
Leasehold improvements	- 5 years

Vacation pay The College recognizes vacation pay as an expense on the accrual basis.

Retirement and post-employment benefits and compensated absences The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Retirement and post-employment benefits and compensated absences (continued)

(iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.

(iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

Financial instruments

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

Fair value

This category includes equity instruments quoted in an active market. The College has designated its bond portfolio and term deposits that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

They are initially recognized at cost and subsequently carried at fair value. Changes in fair value on restricted assets are recognized as a deferred contribution until the criterion attached to the restrictions has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

**Financial
instruments
(continued)**

Amortized cost

This category includes accounts receivable, long-term receivable, accounts payable, accrued liabilities and debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Writedowns on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the writedown being recognized in the statement of operations.

**Management
estimates**

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for long-term investments, allowance for doubtful accounts, the carrying amount of capital assets and actuarial estimation of post-employment benefits and compensated absences liabilities.

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

2. FINANCIAL INSTRUMENT CLASSIFICATION

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below.

	2014		
	Fair Value	Amortized Cost	Total
Cash	\$ 14,656,815	\$ -	\$ 14,656,815
Accounts receivable	-	8,531,108	8,531,108
Temporary investments	6,704,709	-	6,704,709
Long-term investments	8,012,022	-	8,012,022
Long-term receivable	-	171,000	171,000
Accounts payable and accrued liabilities	-	12,289,861	12,289,861
	<u>\$ 29,373,546</u>	<u>\$ 20,991,969</u>	<u>\$ 50,365,515</u>

	2013		
	Fair Value	Amortized Cost	Total
Cash	\$ 1,237,412	\$ -	\$ 1,237,412
Accounts receivable	-	8,339,426	8,339,426
Temporary investments	29,811,445	-	29,811,445
Long-term investments	7,775,912	-	7,775,912
Long-term receivable	-	342,000	342,000
Accounts payable and accrued liabilities	-	9,695,978	9,695,978
	<u>\$ 38,824,769</u>	<u>\$ 18,377,404</u>	<u>\$ 57,202,173</u>

Temporary investments consist of highly liquid investments, including cashable guaranteed investment certificates with maturities of less than one year when purchased. Long-term investments consist of equity instruments in Canadian public companies, government of Canada bonds and term deposits. Long-term investments include \$8,012,222 (2013 - \$7,775,912) of investments externally restricted for endowment purposes (see Note 15).

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

Maturity profile of bonds held is as follows:

		2014				
		Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value	\$	1,136,264	\$ 707,273	\$ 706,597	\$ 688,094	\$ 3,238,228
Percent of Total		35%	22%	22%	21%	

		2013				
		Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying value	\$	464,670	\$ 1,647,352	\$ 651,775	\$ 883,721	\$ 3,647,518
Percent of Total		13%	45%	18%	24%	

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

		2014			
		Level 1	Level 2	Level 3	Total
Cash	\$	14,656,815	\$ -	\$ -	\$ 14,656,815
Temporary investments		6,704,709	-	-	6,704,709
Long-term investments		8,012,022	-	-	8,012,022
Total	\$	29,373,546	\$ -	\$ -	\$ 29,373,546

		2013			
		Level 1	Level 2	Level 3	Total
Cash	\$	1,237,412	\$ -	\$ -	\$ 1,237,412
Temporary investments		29,811,445	-	-	29,811,445
Long-term investments		4,128,394	3,647,518	-	7,775,912
Total	\$	35,177,251	\$ 3,647,518	\$ -	\$ 38,824,769

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2014 and 2013. There were also no transfers in or out of Level 3.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

3. ACQUISITION OF CLEARY INTERNATIONAL CENTRE

During 2007, the College entered into an agreement with the City of Windsor to acquire the majority of the property and assets related to the operation of the Cleary International Centre. Although the agreement provided that nominal consideration of \$1 to be exchanged for the property and assets acquired, in accordance with PSAB for Government NPOs, the College has recorded the land and building at fair value. In the case of the land, its fair value of \$2,325,000 was determined based upon an appraisal completed by an independent, certified appraiser. The building has been recorded at \$37,376,400, its current replacement value as estimated by the College's independent insurance broker. In accordance with the College's policy for accounting for contributed capital contribution, the donation of the building is being deferred and amortized into revenue on a straight-line basis at a rate corresponding with the amortization rate of the College's other buildings, being 40 years. The fair value of certain other equipment acquired by the College has been recorded at a nominal amount of \$1.

Another significant feature of this agreement is capital improvement payments of \$423,250 to be paid by the city to the College on each of the closing date and the third anniversary of the closing date.

The agreement also provides the College the right to re-convey the acquired property and assets to the City of Windsor at any time on or before the twenty-fifth anniversary of the closing date of the transaction for the nominal consideration of \$1.

4. CONTRIBUTED LAND AND BUILDING

275 Victoria Avenue

On December 10, 2009, the College entered into an agreement with the City of Windsor to acquire the land and building located at 275 Victoria Avenue. Although the agreement provided that nominal consideration of \$1 to be exchanged for the land and building acquired, in accordance with Canadian public sector accounting standards, the College has recorded the land at an agreed upon amount of \$917,500 to approximate fair value. No amount has been attributable to the building acquired.

The agreement also provides the College the right to re-convey the acquired property to the City of Windsor at any time on or before the fifteenth anniversary of the closing date of the transaction for an amount equal to the market value of the property, reduced by approximately \$61,167 per annum on each anniversary of the closing date. Upon the fifteenth anniversary of the closing date, no further amounts would be payable upon re-conveyance of the property.

3860 Lauzon Road

On September 13, 2011, the College entered into an agreement with a private donor to acquire the land and residential building of 3860 Lauzon Road. The property was donated to the College at \$Nil consideration and, in accordance with Canadian public sector accounting standards, the College has recorded land at its fair value of \$1,817,000. Fair value was determined based upon an appraisal completed by an independent, certified appraiser. The gift is subject to conditions regarding the usage of the property as a learning environment.

305 Victoria Avenue

On February 16, 2012, the College entered into an agreement with the Toronto Dominion Bank to acquire the land and building at 305 Victoria Avenue. Although the agreement provided that nominal consideration of \$2 be exchanged for the land and building acquired, in accordance with Canadian public sector accounting standards, the College has recorded land at an agreed upon amount of \$450,000 to approximate fair value. Fair value was determined based upon an appraisal completed by an independent, certified appraiser. No amount has been attributable to the building acquired.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

The agreement also contains a restrictive covenant in favour of the Toronto Dominion Bank for a period of five years following the closing date prohibiting the College to lease, license, transfer or convey any portion of the property to persons or firms carrying on the business or acting in the capacity of a bank, a trust or loan company, credit union or firms offering financial services.

Wood Lot

On August 1, 2012 the College entered into an agreement with the City of Windsor to acquire vacant lands adjacent to College property. Although the agreement provided that nominal consideration of \$1 be exchanged for the land acquired, in accordance with Canadian public sector accounting standards, the College has recorded the land at an agreed upon amount of \$140,000 to approximate fair value.

The agreement also contains a restrictive covenant in perpetuity that prohibits the sale or transfer of the land and should the property cease to be used for educational or environment conservation and promotion purposes, it be reverted to the City of Windsor for consideration of \$1.

5. LONG TERM RECEIVABLE

The Municipality of Chatham-Kent (the "Municipality") has provided the College with a commitment for capital funding of \$1,200,000 towards the cost of construction of a HealthPlex facility at the College's Chatham campus. The Municipality will provide the capital funding over a seven year period. The municipal contribution is payable in annual installments of \$171,000.

The St. Clair Student Representative Council Incorporated ("SRC") entered into an agreement with the College to provide funding totaling \$2,000,000 representing its commitment towards the total cost of construction of an expansion to the South Campus Student Centre. The commitment was satisfied in full during 2014.

	2014	2013
Contribution receivable - Municipality of Chatham-Kent	\$ 342,000	\$ 513,000
Contribution receivable - SRC	-	156,267
Less current portion estimate included in accounts receivable	(171,000)	(327,267)
	<u>\$ 171,000</u>	<u>\$ 342,000</u>

6. CONSTRUCTION IN PROGRESS

Construction in progress primarily represents costs incurred to date on the construction of a new Windsor campus Healthplex facility, of which approximately \$22.8 million has been spent to date. Once the construction has been completed, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2014, construction in progress amounted to \$23,222,594 (2013 - \$5,272,299).

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

7. CAPITAL ASSETS

	2014		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 7,058,485	\$ -	\$ 7,058,485
Buildings	175,552,921	47,470,829	128,082,092
Site Improvements	6,903,114	4,789,969	2,113,145
Equipment	67,616,631	59,643,907	7,972,724
Leasehold improvements	1,269,774	681,138	588,636
	\$258,400,925	\$ 112,585,843	\$ 145,815,082

	2013		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 6,790,148	\$ -	\$ 6,790,148
Buildings	172,482,748	43,551,178	128,931,570
Site improvements	6,722,325	4,419,516	2,302,809
Equipment	66,895,878	55,882,794	11,013,084
Leasehold improvements	1,269,774	427,183	842,591
	\$ 254,160,873	\$ 104,280,671	\$ 149,880,202

Amortization expense for the year is \$8,305,171 (2013 - \$8,584,019).

On August 10, 2010, the Ministry of Transportation ("MTO") expropriated 3.7375 acres of land by Certificate of Approval under the Expropriations Act. During 2012, in exchange for the expropriated land, the College received an initial payment of \$598,000 representing \$160,000 per acre. After negotiations with the MTO, the College received a final payment of \$2,650,000 during 2013 for the expropriated land. The College has determined that the original cost of the expropriated land to be negligible and has reflected the payments as a gain on disposal of the asset in its entirety during both fiscal years.

On August 1, 2012, the College sold 5.58 acres of vacant land. Proceeds on the disposal of the land were \$2,399,800. The College has determined that the original cost of the land to be negligible and accordingly has reflected the proceeds, net of legal fees and closing related to costs, as a gain on disposal of the asset.

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

8. DEFERRED REVENUE

	2014	2013
Advanced tuition fees	\$ 6,348,754	\$ 5,960,164
Unearned grants	2,456,708	1,869,561
Unearned rent	255,654	236,537
Other	439,580	364,957
	<u>\$ 9,500,696</u>	<u>\$ 8,431,219</u>

9. LONG-TERM DEBT

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2014. The long-term debt outstanding at year-end are as follows:

	2014	2013
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 14,050,627	\$ 14,640,681
4.328% debt, payable \$9,924 monthly, including interest, repaid during the year	-	29,558
4.30% bank debt, payable \$125,097 monthly including interest, repaid during the year	-	1,466,779
4.36% bank debt, payable \$20,591 monthly including interest, repaid during the year	-	156,267
	<u>14,050,627</u>	<u>16,293,285</u>
Current portion of long-term debt	<u>(630,387)</u>	<u>(2,242,658)</u>
	<u>\$ 13,420,240</u>	<u>\$ 14,050,627</u>

The scheduled principal amounts payable within the next five years and thereafter are as follows:

2015	\$ 630,387
2016	673,474
2017	719,510
2018	768,690
2019	821,230
Thereafter	10,437,336
Total	<u>\$ 14,050,627</u>

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses.

	2014			
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 819,000	\$ 2,282,000	\$ 597,000	\$ 3,698,000
Value of plan assets	(122,000)	-	-	(122,000)
Unamortized actuarial gains	200,000	476,000	130,000	806,000
Total liability	\$ 897,000	\$ 2,758,000	\$ 727,000	\$ 4,382,000

	2013			
	Post - employment Benefits	Non-vesting sick leave	Vesting sick leave	Total Liability
Accrued employee future benefits obligations	\$ 1,124,000	\$ 2,902,000	\$ 843,000	\$ 4,869,000
Value of plan assets	(121,000)	-	-	(121,000)
Unamortized actuarial losses	(36,000)	(33,000)	7,000	(62,000)
Total liability	\$ 967,000	\$ 2,869,000	\$ 850,000	\$ 4,686,000

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

	2014			
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ (32,000)	\$ 172,000	\$ 31,000	\$ 171,000
Interest on accrued benefit obligation	7,000	65,000	11,000	83,000
Amortized actuarial losses	5,000	5,000	1,000	11,000
Total expense	\$ (20,000)	\$ 242,000	\$ 43,000	\$ 265,000

	2013			
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 42,000	\$ 162,000	\$ 45,000	\$ 249,000
Interest on accrued benefit obligation	9,000	70,000	22,000	101,000
Amortized actuarial losses	3,000	15,000	8,000	26,000
Total expense	\$ 54,000	\$ 247,000	\$ 75,000	\$ 376,000

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

Retirement Benefits

CAAT Pension Plan

A majority of the College's employees are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2014 indicated an actuarial surplus of \$525 million. The College made contributions to the Plan and its associated retirement compensation arrangement of \$5,804,407 (2013 - \$5,242,885), which has been included in the statement of operations.

Post-Employment Benefits

The College extends post employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

a) *Discount rate*

The present value as at March 31, 2014 of the future benefits was determined using a discount rate of 2.70% (2013 - 2.10%).

b) *Drug Costs*

Drug costs were assumed to increase at a 9.0% rate for 2014 (2013 - 10.5%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for fiscal 2014 (2013 - 4.0%).

c) *Hospital and other medical*

Hospital and other medical costs were assumed to increase at 4.0% per annum (2013 - 4.0%).

Medical premium increases were assumed to increase at 7.5% per annum in 2014 (2013 - 8.0%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for the fiscal 2014 (2013 - 4.0%).

The St. Clair College of Applied Arts and Technology
Notes to the Consolidated Financial Statements
For the years ended March 31, 2014 and March 31, 2013

10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

d) *Dental costs*

Dental costs were assumed to increase at 4.0% per annum in 2014 (2013 - 4.0%).

Compensated Absences

Vesting Sick Leave

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

Non-Vesting Sick Leave

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	<u>2014</u>	<u>2013</u>
Wage and salary escalation		
Academic	0.00%	2.00%
Support	0.00%	2.00%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 24.0% and 0 to 40.6 days respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

The St. Clair College of Applied Arts and Technology
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11. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

	2014	2013
Balance, beginning of year	\$ 528,537	\$ 416,515
Less bursaries awarded in the year	(509,280)	(267,725)
Add amounts received in the year	155,207	114,964
Add unrealized gain on long-term investments	96,015	137,524
Add investment income received in the year	393,253	127,259
Balance, end of year	\$ 663,732	\$ 528,537

Deferred contributions are comprised of:

	2014	2013
Scholarships and bursaries	\$ 523,732	\$ 388,537
Joint employment stability reserve	140,000	140,000
	\$ 663,732	\$ 528,537

12. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balances are as follows:

	2014	2013
Balance, beginning of year	\$ 115,193,946	\$ 118,715,283
Less amortization of deferred capital contributions	(5,947,185)	(6,222,335)
Add contributions received for capital purposes	2,376,100	2,700,998
Balance, end of year	\$ 111,622,861	\$ 115,193,946

As at March 31, 2014 there were \$nil (2013 - \$6,186,695) of deferred capital contributions received which were not spent.

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13. DEFERRED CAPITAL CONTRIBUTIONS RELATING TO CONSTRUCTION IN PROGRESS

Deferred capital contributions relating to construction in progress represents the amount of grants and other restricted funding received primarily for the Windsor campus Sportsplex construction project in progress.

	<u>2014</u>	<u>2013</u>
Balance, beginning of year	\$ 4,660,700	\$ 540,000
Less amounts transferred to assets in the year	-	-
Add contributions received for capital purposes	4,669,300	4,120,700
Balance, end of year	<u>\$ 9,330,000</u>	<u>\$ 4,660,700</u>

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For the years ended March 31, 2014 and March 31, 2013

14. INVESTMENT IN CAPITAL ASSETS

A. Investment in capital assets represents the following:

	2014	2013
Capital assets	\$ 145,815,082	\$ 149,880,202
Construction in progress	23,222,594	5,272,299
Long-term contribution receivable (Note 5)	-	156,267
	<u>169,037,676</u>	<u>155,308,768</u>
Less amounts financed by:		
Long-term debt (Note 9)	(14,050,627)	(16,293,285)
Deferred capital contributions (Note 12)	(111,622,861)	(115,193,946)
Deferred capital contributions - construction (Note 13)	(9,330,000)	(4,660,700)
Balance, end of year	\$ 34,034,188	\$ 19,160,837

B. Change in net assets invested in capital assets is calculated as follows:

Amortization of deferred capital contributions related to capital assets	\$ 5,947,185	\$ 6,222,335
Amortization of capital assets	(8,305,171)	(8,584,019)
Gain on disposal of capital assets	-	4,958,102
	<u>\$ (2,357,986)</u>	<u>\$ 2,596,418</u>

Net change in investment in capital assets:

Purchase and contribution of capital assets and transfers from construction in progress	22,190,346	8,610,651
Amounts funded by deferred capital contributions	(2,376,100)	(2,700,998)
Amounts funded by deferred capital contributions - CIP	(4,669,300)	(4,120,700)
Change in contribution receivable	(156,267)	(234,668)
Proceeds on disposal of capital assets	-	(5,009,038)
Repayment of long-term debt	2,242,658	2,307,214
	<u>17,231,337</u>	<u>(1,147,539)</u>

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

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15. EXTERNALLY RESTRICTED NET ASSETS

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$274,020 and \$290,193 respectively (2013 - \$267,725 and \$251,012).

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund. Under this program, the government matches funds raised by the College. The purpose of the program is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The programs were discontinued in 2012.

16. COMMITMENTS

The College is committed to estimated minimum annual payments under operating lease agreements over the next five years and thereafter as follows:

2015	\$ 1,204,921
2016	609,626
2017	271,918
2018	231,960
2019	231,960
Thereafter	661,623

The College has initiated a ten year fundraising campaign to build two health and wellness facilities at its Windsor and Chatham campuses. Fundraising has been pledged across a number of groups including College employees, alumni and members of the community. Further, a student levy was approved and implemented. The health and wellness facility at the Chatham campus was built in 2011. Pledges receivable of \$908,125 (2013 - \$4,777,598) are accounted for in accordance with the accounting policy in note 1.

The College is committed to capital expenditures in the amount of approximately \$466,833 (2013 - \$14,990,960).

17. CONTINGENT LIABILITIES

The College has been named as a defendant or co-defendant in several actions for damages. The outcome and the amount of the losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in these financial statements. The amount will be accounted for in the period in when and if such losses are determined.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

18. FINANCIAL INSTRUMENT RISK MANAGEMENT

Credit risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, long-term receivable and accounts receivable. The College holds its cash accounts with federally regulated chartered banks and a provincially regulated credit union which are protected by the Canadian Deposit Insurance Corporation and Deposit Insurance Corporation of Ontario respectively. In the event of default, the College's cash accounts and term deposits are insured up to \$100,000 (2013 - \$100,000). In addition, equity investments are held with an investment firm that is protected by the Canadian Investor Protection Fund ("CIPF"). In the event of CIPF member default, the equity investments are insured up to \$1,000,000 (2013 - \$1,000,000).

The investment policy sets issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing composition limit on the bond portfolio. All fixed income portfolios are measured for performance on a monthly basis and monitored by management on a monthly basis. The policy limits the funds to be invested in bonds of a single issuer to a maximum of 10% of the market value of the bond portfolio, except for bonds issued by the Government of Canada and Canadian province.

The maximum exposure to investment credit risk is outlined in Note 2.

Accounts receivable and long-term receivable are primarily due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding at year end were as follows:

	Total	Current	Past Due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,728,270	\$ 4,728,270	\$ -	\$ -	\$ -	\$ -
Student receivables	2,717,479	5,690	4,831	81,258	13,506	2,612,194
Other receivables	1,454,561	1,291,150	35,563	44,726	9,422	73,700
Gross receivables	8,900,310	6,025,110	40,394	125,984	22,928	2,685,894
Less: Impairment allowances	(369,202)	-	-	-	-	(369,202)
Net receivables	\$ 8,531,108	\$ 6,025,110	\$ 40,394	\$ 125,984	\$ 22,928	\$ 2,316,692

The amount of other receivables aged greater than 90 days relates to banquet and catering services provided by the St. Clair Centre for the Arts and accrued interest from the Foundation's investment portfolio and scholarship donations. Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

18. FINANCIAL INSTRUMENT RISK MANAGEMENT (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The Investment policy operates within the constraints of the Foundation Investment Committee, management and an investment manager. Diversification techniques are utilized to minimize risk. The Policy limits the investment in any single issuer to a maximum of 10% of market value of the bond or equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian province.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Currency risk

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign College levels when adverse changes in foreign currency College rates occur. The College is exposed to this risk through its equity holdings within its investment portfolio.

The investment policy limits the range of exposure to non-Canadian currencies to 10% to 20% of the total investment portfolio.

At March 31, 2014, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian equity holdings of \$10,770 (2013 - \$9,880).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Interest rate risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest bearing investments and bank loans.

The College mitigates interest rate risk on its bank loans through fixed rates (see Note 9). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans.

The College's bond portfolio has interest rates ranging from 2.0% to 9.0% (2013 - 1% to 9%) with maturities ranging from June 5, 2014 to November 15, 2041 (2013 - June 1, 2013 to November 15, 2041).

At March 31, 2014, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$145,823 loss and \$145,823 gain respectively (2013 - \$131,166 loss and \$310,608 gain). The College's bank loans as described in Note 9 would not be impacted as the rate of the loans is fixed.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

The St. Clair College of Applied Arts and Technology

Notes to the Consolidated Financial Statements

For the years ended March 31, 2014 and March 31, 2013

18. FINANCIAL INSTRUMENT RISK MANAGEMENT (continued)

Equity risk

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2014, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$195,155 (2013 - \$160,380).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The follow table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

	2014			
	Within 6 months	6 months to 1 year	1 - 5 years	> 5 years
Accounts payable	\$ 12,289,861	\$ -	\$ -	\$ -
Long-term debt	309,984	320,403	2,982,904	10,437,336
	\$ 12,599,845	\$ 320,403	\$ 2,982,904	\$ 10,437,336

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

19. ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation (the "Foundation") was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$237,265 (2013 - \$96,308), including \$Nil of in-kind donations (2013 - \$Nil), was received from the Foundation.

The College administers the receipt and disbursement of funds on behalf of the St. Clair College Foundation at no charge.

Appendix B
2013-14 KPI Achievement

CATEGORY	ST. CLAIR COLLEGE	PROVINCIAL AVERAGE
Student Satisfaction	77.8%	76.3%
Graduate Satisfaction	79.7%	80.1%
Employer Satisfaction	81.4%	83.4%
Graduate Employment	92.5%	92.2%
Q. 13 – Knowledge & Skills	90.0%	87.2%
Q. 24 – Learning Experiences	83.3%	80.0%
Q. 49 – Facilities & Resources	73.9%	73.8%
Q. 45 – Services	64.4%	64.2%

Appendix C
Summary of Advertising and Marketing Complaints

Nature of Complaint	Date Received	How Resolved/Addressed	Date Resolution Communicated to Student	# of Working Days to Resolve
<i>No complaints received.</i>				

Appendix D
Board of Governors – 2013-14

Member	Term
Dan Allen	Sept. 2013 – Aug. 2016
Marlene Corey	Sept. 2013 – Aug. 2016
Ted Farron	Sept. 2008 – Aug. 2014
Charles Janisse, Chair-Elect	Sept. 2010 – Aug. 2016
Lori Kempe	Sept. 2012 – Aug. 2015
Mila Lucio	Sept. 2011 – Aug. 2014
Marilee Marcotte	Sept. 2010 – Aug. 2016
Vince Marcotte, Chair	Sept. 2011 – Aug. 2014
Sherry McCourt	Sept. 2009 – Oct. 2013
David Moncur	Sept. 2010 – Aug. 2016
Pat Papadeas, Internal - Faculty	Sept. 2010 – Aug. 2016
Craig Parrott	Sept. 2008 – Aug. 2014
Dan Pavlovski, Student Representative	May 2013 – April 2014
Ryan Rusich, Internal - Support	Sept. 2011 – Aug. 2014
Ron Seguin, Internal - Administration	Sept. 2010 – Aug. 2016
Dr. John Strasser	President
Dan Wilson	Sept. 2011 – Aug. 2014

Appendix E
Alumni Board Members – 2013-14

Serge Bertucci, President

Kim Davis, Executive Vice President

Tom Malenfant, Vice President Finance

Jody Cloutier

Don France

Colin Lehoux

Lindsay Lovecky

Dina Misur

Allison Rushling-Bigelow

Derek Renaud

Appendix F
Foundation Board Members – 2013-14

John Fairley, Executive Director

Frank Moceri, President

Bernard Mastromattei, Vice President

Jody Cloutier, Secretary/Treasurer

Melodie Cook

Chris Ryan

David Moncur

Charlie Hotham

Sandra Stanciu

Christina Gatto

Dr. John Strasser