



ST. CLAIR

COLLEGE



ANNUAL REPORT

APRIL 1, 2018 | MARCH 31, 2019

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1.0 EXECUTIVE SUMMARY

This fiscal year has been marked with extraordinary achievements by the staff and students of St. Clair College. This Annual Report demonstrates the achievements of the objectives and goals defined within St. Clair College's 2018-2019 Strategic Directions and that those Directions, in general, are both upward and forward.

"Upward" could be taken quite literally as the College continues to strive to begin its long-standing plan to construct a new Academic Tower at Windsor's Main Campus. The launch of this project is essential to our plans for future growth and we excitedly anticipate provincial approval in the near future.

"Upward" also reflects our launch of the new Sports Park at Windsor's Main Campus. As this Annual Report was headed to the printer, steel and concrete are being erected for the new soccer stadium, and progress is being made on all other aspects of this new athletic facility. Likewise, progress has been made to develop our new residence on our South Campus in Windsor in conjunction with our third party partners, GEM (Global Education Mihome).

Many of the other Strategic Directions for 2018-19 were forward-thinking, both short-term and long-term.

Enrolment has continued to grow at an unprecedented rate, with the College enjoying a record enrolment of 12,815 full-time students in 2018-19. The lion's share of that growth continues to take the form of international students, but success related to another Strategic Directions merits special mention: namely, student retention. We've significantly reduced the withdrawal-rate, especially among domestic students, by bolstering student support services such as counselling and tutoring.

The College is also moving forward into a higher level of postsecondary distinction in the coming year, with the launch of its first degree program in the Fall of 2019. We have also created new student pathways, and are expanding both faculty and student involvement in research-and-development projects.

The enrolment growth (and retention), coupled with provincial funding, as well as conscientious cost-controls on the expenditure side –has led to the largest budgetary surplus in the College's history: over \$40 million at the fiscal year-end. That money will allow us to proceed rapidly with some projects in 2019-20 with injections into that year's budget, to tackle some of our long-standing deferred maintenance, and to establish versatile reserves for future years.

The College was thrilled this year to receive significant donations and recognition from both local individuals and multinational corporations. For instance, Zekelman Industries and the Zekelman family donated money which assisted with the College's establishment of the new downtown Zekelman School of Business and Information Technology.

A portion of the Zekelman donation was earmarked to develop a tennis facility as part of the Sports Park. That development, was bolstered by a donation from Domino's Pizza (Canadian President Mike Schlater), and the support of the Windsor Family Credit Union.

St. Clair College was also proud to be recognized during the year as having the highest enrolment of Computer Networking students of any of the 2,000 North American schools accredited by the Cisco System Academy.

As always, this Annual Report celebrates the achievements of our remarkable students: a national championship in cross-country running highlighting another exceptional year for Saints Athletics; a St. Clair/University of Windsor partnership in the prestigious Hyperloop competition staged by Elon Musk's SpaceX Corporation; tens of thousands of dollars raised for local charities; and success in numerous provincial and national academic competitions – and, internationally, on the part of our eSports computer gaming team.

It has, indeed, been a successful year ... achieved, as always, due to the "Excellence In All We Do" attitude of all of St. Clair's faculty, support staff, administrators, and students.



2.0 MESSAGE FROM THE BOARD CHAIR



On behalf of the St. Clair College Board of Governors, I am pleased to present the College's 2018-19 Annual Report.

Provincial and global issues continue to have a significant impact on the operation of the College. Notably, challenges have been experienced due to changes in provincial legislation and policies introduced in 2018-19. In the face of these challenges, the ongoing cooperation and collaboration of administration, employee representatives and students have resulted in positive actions to continue the College's forward momentum.

The significant increase in international student enrolment has not only improved our fiscal position but has afforded the College the benefits that diversity brings.

The report focuses on the academic accomplishments and contributions of faculty, staff and students and defines an institution that is vibrant, agile, and indeed, an essential component of the communities that we serve.

The annual report paints a picture of a College that readily evolves to remain on the cutting edge of academic programming, including the offering of degree programs, and updated and new facilities.

During the 2018-19 academic year, the College has celebrated a number of milestones, including:

- The opening of the Zekelman School of Business and IT campus in downtown Windsor.
- The opening of the National Powerline Training Centre at the Chatham campus.
- The start of the new Windsor Sports Park.

These and a number of other initiatives combine to position the College to ensure it is a "Destination College". Through a combination of foresight and responsiveness to economic and societal trends, coupled with the hard work and cooperation of all involved, St. Clair College will continue to offer unparalleled service to its students. Our services and programs continue to be aimed at providing the skills required by an ever-changing labour market, and based on the input of our stake holders, our programs are flexible and adaptable to market needs.

Having celebrated its 51st year, St. Clair College moves boldly forward into a future of service. The College will continue its focus on "Excellence in All We Do".

Dan Allen
Board Chair



3.0 MESSAGE FROM THE PRESIDENT

St. Clair College is experiencing unprecedented growth as we enter our second half-century of educational service to Windsor-Essex, Chatham-Kent and beyond. The increase in enrolment that we have witnessed during the past few years – predominantly arising from an increase of international students – has helped the College set yet another enrolment record in 2018-19.

Our rapid expansion and the need to accommodate our students have presented challenges at the College, however, our growth has also resulted in many rewards. During this past year, we have experienced remarkable achievements, facility developments, and a higher profile in our base communities of Windsor-Essex and Chatham-Kent.

St. Clair College celebrated as we were recognized by Cisco Systems for having the highest enrolment in all of North America for Computer Networking programs ... our corporate support (the Zekelman donation to the School of Business and I.T., for example) ... our facilities, highlighted by the Grand Opening of the National Powerline Training Centre in Chatham, and the construction launch of Windsor's Sports Park ... our budgetary revenue (an historical year-end surplus) ... and our program development, featuring the impending launch of our first degree program this autumn. We are also hopeful that next year will see the launch of the new Academic Tower to house the Zekelman School of Business and Information Technology.

And none of this development would have been possible without the dedicated contributions of our exceptional faculty, support staff, my fellow administrators, students, alumni, and our many community partners. It is their pursuit – and achievement – of the College's motto of "Excellence In All We Do" that has allowed the College to accomplish all that it did in 2018-19.

And it will be our individual and collective "can do" attitude that will allow St. Clair to expand our services to students and to our communities for years to come.

Patricia France, M.Ad.Ed.
President





4.0 MISSION, VISION AND VALUES

VISION

Excellence in all we do.

MISSION

Transforming lives and strengthening communities through high quality and accessible educational experiences that support career-readiness, innovation, and life-long learning.

VALUES

Accessibility	Integrity
Accountability	Quality
Collaboration	Respect
Diversity	Sustainability
Inclusivity	Transparency

5.0 STRATEGIC DIRECTIONS 2018 – 2019

5.1 ACADEMIC

GOAL	OBJECTIVE	MEASURE
<p>Improve Ministry Metrics as defined in the Strategic Mandate Agreement.</p>	<p>Continue to create academic pathways for students (<i>college to college, college to university and university to college</i>).</p>	<p>Continue to increase the current number of student pathways - 3 in 2018-2019.</p>

REPORT ON PREVIOUS YEAR’S GOALS

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions in Ontario, Canada, and internationally. Through these agreements, graduates may receive transfer credit for several courses, a full semester or a full year (or more) toward additional post-secondary credentials. St. Clair College has also been engaged in pathways for students in High School, Pre-Apprenticeship, Apprenticeship and University to College. The three new pathways by school, include the following:

Zekelman School of Business and IT

1. An agreement was established with the Institute of Technology, Tralee in Ireland, which allows graduates of the three-year Business Administration – Accounting program to gain a Bachelor of Business (Honours) degree in two semesters after their successful completion at St. Clair College.
2. St. Clair College successfully collaborated with Limerick Institute of Technology (LIT) in Ireland, to garner a pathway for graduates of the three-year Sport and Recreation Management program to enter into year 4 of LIT’s Bachelor of Arts (Honours) in Business Studies with Sports Management degree program, thus creating an appealing “3 + 1” scenario for students wishing to further pursue their post-secondary education.

School of Engineering Technologies

3. An articulation agreement was signed to allow graduates from the Interior Design program to complete a Bachelor of Fine Arts (BFA) in Design with concentration in Interior Design from Wayne State University, College of Fine, Performing and Communication Arts. Graduates taking advantage of this agreement will be able to obtain their degree within one year of registering at Wayne State University.



GOAL	OBJECTIVE	MEASURE
Demonstrate Academic Excellence.	Integration of Work Integrated Learning into new and existing academic programs.	All new and existing academic programs contain appropriate levels and types of WIL.
	Program Rationalization.	Establish criteria to ensure Program Health and Sustainability.

REPORT ON PREVIOUS YEAR'S GOALS

INTEGRATION OF WORK INTEGRATED LEARNING

Eighty-five percent of all post secondary programs include Work Integrated Learning (WIL). The remaining 15 percent fall under three schools: Engineering Technologies and Skilled Trades, Community Studies and Academic Studies in Chatham.

St. Clair's commitment to WIL is evident in the strategic mandate agreement (SMA) and in our Strategic Directions.

Implementation of WIL

1. Program Tracking/Data Collection: Data tracking software was acquired by the College to formally document WIL elements and activities. This past year's efforts have been ongoing to ensure that a WIL experience for all academic programming has been formally documented for reference and information.
2. Implementation in Schools of Community Studies and Academic Studies: After a comprehensive evaluation of the Protection, Security and Investigation (PSI), Police Foundations (PF), and Border Services (BS) programs, the review team composed of both faculty and administration, determined that the following methodologies utilizing simulations and mock projects would provide students with meaningful WIL opportunities:
 - Mock courtrooms
 - Scenarios with security.
 - On-foot scenarios.
 - Tour of Canada Border Services Agency (CBSA) barrack in Rigaud, Québec.
 - Search of trucks and vehicles.
 - Tour of Ontario Police College in Aylmer, Ontario and hands-on scenarios.

The review team is also currently investigating a virtual reality software and exploring the potential of a crime scene lab for future implementation.

3. Implementation in Schools of Engineering Technologies and Skilled Trades: The implementation of WIL in Engineering Technologies and Skilled Trades encompasses a broader range of methodologies for implementation that may not be evident in other programs at St. Clair College. This is important for the following reasons:
 - To manage the cyclical nature of the vocations in the Windsor-Essex region, particularly those related to manufacturing.
 - Industry for numerous reasons, including health and safety, cannot take students for placements until they are registered apprentices. Techniques certificate programs at St. Clair College are intended to provide graduates with the ability to be hired as apprentices upon graduation.

a) Implementation in School of Engineering Technologies

In the 2018-2019 academic year, our first phase in implementing WIL across the School was to ensure industry-engaged experiences would be made available to some students in each of the academic programs. This investigation included discussions with faculty, the Center for Academic Excellence (CAE), Program Advisory Committee (PAC) and Industry Action Committee (IAC) members and other interested contacts and key stakeholders from local industry. Using these inputs, a plan was built to ensure all programs had WIL opportunities for students to work directly with industry. In addition other traditional methodologies are being sought to ensure hands on exposure to WIL through industry projects, work based projects, placements, etc.

b) Implementation in School of Skilled Trades

Compulsory trades (programs that fall under the College of Trades) must be registered as apprentices in order to be allowed to work with a journey person in a Work Integrated Learning capacity. In essence, this is the current model of the apprenticeship programs.

The following post-secondary programs are impacted and would have restrictions on students working/placed in the field:

- Motive Power Technician
- Electrical Techniques
- Plumbing Techniques
- Heating, Refrigeration, and Air Conditioning Technician
- Carpentry Techniques
- Welding Techniques
- Woodworking Technician

The above-noted programs are intended to prepare students to find employment as an apprentice, where the WIL experience begins. However, the College has developed opportunities for all of these programs to gain work-related experience outside of the traditional classroom experience.

All of the above-noted programs will seek projects that are community-based (where feasible), for example, building sheds for Habitat for Humanity or gazebos on campus. Similarly, the fire chiefs in Windsor-Essex have also agreed to take on students in the Pre-Service Firefighter Education and Training program on job shadowing placements.

PROGRAM RATIONALIZATION

St. Clair College has had a robust process for selecting, developing, and launching new programs. The process has been in existence for well over a decade, and has proven to be successful.

There are over 125 programs offered at St. Clair College. There has been a shift in demographics and provincially, the system has seen a reduction in domestic student enrolment, impacting our Weighted Funding Units (WFU). In addition, the Ministry has made modifications to policy framework that has impacted College funding and revenue. These changes have necessitated a thorough review of existing programs that are facing declining student interest and reduced provincial funding. To help determine the feasibility of maintaining existing programs, the College has developed a policy and procedure for program sustainability.

Program Sustainability

The intent of program sustainability is to identify programs that are not meeting the College contribution margin of 40%; however, even though financial viability is crucial, there are other factors that must be analyzed when a program is identified for a sustainability review (growth, quality, community need, etc.). Those factors include the current job market, community interest and need, key performance indicators (KPIs), retention rates, human resource impact, strategic mandate agreement (SMA) metrics, and dependency of other programs within the institution.

Phase I

In order to encompass all of the above factors, a set of criteria was established and utilized to develop a formula that provides an aggregate score for each program.

Each of the programs at St. Clair College are provided a Program Sustainability Metric Summary (PSMS) score and then ranked according to their PSMS score.

Phase II

Once a program is selected for a sustainability review, all raw data is compiled in a matrix and presented to program faculty (Appendix B). Each of the variables present will help the faculty and administration team identify key areas of focus.

The program faculty team must then work with the chair of their school to create an action plan to improve the PSMS score and contribution margin. The team is also tasked with the completion of the Program Sustainability Narrative Analysis.

Summary

It is extremely important to note that decisions for future program suspensions and cancellations will be based on the analysis conducted in the sustainability review. If a program has a low PSMS score and poor contribution margin, the program may be brought forward for consideration to suspend.

The sustainability review will allow the faculty and the chair of the program to implement corrective actions so that it meets St. Clair College standards. In the event a program cannot meet the standards, the sustainability review may provide critical information that can justify the continuation of a program.



GOAL	OBJECTIVE	MEASURE
Expand Advanced Learning Horizons for Students.	Increase degree offerings by 2020.	Two degree offerings approved by the Ministry by 2019.
	Promote interdisciplinary research projects that involve community based partners and peer institution experts.	Plan and conduct research professional development sessions and research, scholarship and innovation days for faculty.
	Provide assistance to faculty with regards to manuscript writing, statistical analysis, submitting manuscripts and completed thesis/ dissertations for publication.	Engage in regular scholarly dialogue sessions and research with faculty.
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.

REPORT ON PREVIOUS YEAR'S GOALS

INCREASE DEGREE OFFERINGS BY 2020

On November 24, 2015, the Board of Governors approved the submission and launch of two degrees:

- Honours Bachelor of Applied Arts in Social Justice and Legal Studies; and
- Honours Bachelor of Business Administration (Information Communication Technology).

St. Clair College submitted both proposals to the Postsecondary Education Quality Assessment Board (PEQAB) and subsequently to the Ministry of Training, Colleges and Universities, and we are excited that both degrees received approval for launch.

College Administration decided to stagger the launch of both degrees to ensure the programs would see a successful launch. The Honours Bachelor of Applied Arts in Social Justice and Legal Studies degree in Fall 2019 and the Honours Bachelor of Business Administration (Information Communication Technology) degree is set to launch in Fall 2020.



PROMOTE RESEARCH AND DEVELOPMENT

Over the past year, we have successfully received just shy of \$900,000 in funds to support applied research and development projects, led by our faculty, as well as equipment purchases. These funds have allowed 12 faculty to be directly involved with on-going research projects, and have fostered discussions and grant application submissions with several more faculty members across multiple schools.

Various methods of collaboration and professional development opportunities were scheduled in 2018-2019 to promote research, innovation and project milestones, which include weekly meetings, innovation days and conferences.

In addition to the above, the College's Applied Research and Development department has made considerable effort in increasing Research and Development awareness within the College and community by highlighting projects and promoting collaborative opportunities through the College's website and through a newly distributed Research and Development newsletter.

A link to our website can be found at: www.stclaircollege.ca/appliedresearch/



GOAL	OBJECTIVE	MEASURE
Support Student Success.	Increase Student Success.	Develop a list of strategies and metrics to support student success and increase retention.
	Provide clear expectations (Student Code) and supports for success.	Reduce the number of student issues and compliance to Code of Student Rights and Responsibilities.
		Increase the number of students (post secondary/ apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers).

REPORT ON PREVIOUS YEAR'S GOALS

PROVIDE CLEAR EXPECTATIONS (STUDENT CODE) AND SUPPORTS FOR SUCCESS

The College has implemented a number of initiatives to communicate expectations and provide support as it pertains to the student code. Fortunately, we have experienced a decline in the number of student issues from 21 in Fall 2017 to 14 in Fall 2018. It is worth noting that the decrease occurred during a period of significant enrolment growth (21.6%).

The following initiatives have been completed:

- All students receive a College communication articulating the importance of the Student Code and the College link to access the full document.
- Continuation of numerous information/outreach initiatives designed to increase compliance. These include:
 - Attending class representative meetings
 - Monthly meetings with student government groups
 - Bystander Training
- As a result of the College's continued international growth, Orientation Sessions continue to focus on sensitizing International students to Canadian culture and values.
- The implementation of the Onside Program to our varsity athletic teams. The program is a proactive approach to promoting respect for each other and ending gender-based violence. It was developed by the Ontario Hockey Association and the Sexual Assault Crisis Centre.

GOAL	OBJECTIVE	MEASURE
Enhance "Student Life".	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase "Campus Life" activities by 3 events per year.
	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	<ol style="list-style-type: none"> 1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental Win/Loss record. 4. Provincial/National recognition hits. 5. Increased athletic department revenue.

REPORT ON PREVIOUS YEAR'S GOALS

NEW INITIATIVES FOR STUDENT ENGAGEMENT

St. Clair College believes that student life is significantly important and creates an environment that fosters team spirit, collaboration and community involvement – key ingredients of a comprehensive and well balanced education.

To support this Strategic Direction, a more formal approach has been undertaken to develop an inventory of events. This inventory serves as a baseline and will be expanded by adding at a minimum three new events per year in collaboration with the Student Representative Council (SRC), Student Athletic Association (SAA) and Thames Students Incorporated (TSI).



GOAL	OBJECTIVE	MEASURE
Administrative and Student Service Excellence.	Development of individual standards for administrative and student services.	Development and communication of standards.

REPORT ON PREVIOUS YEAR'S GOALS

DEVELOPMENT OF INDIVIDUAL STANDARDS FOR ADMINISTRATIVE AND STUDENT SERVICES

Further to a number of consultative sessions with staff within relevant College departments at all campuses, a collaborative approach has been undertaken resulting in standards for administrative and student services in order to achieve service excellence results. A College-wide Service Charter was adopted in October 2016. The Service Charter sets out what you can expect across the full range of services we provide at St. Clair College, our accountabilities, our monitoring against our service commitments and publishing our results annually (KPI Service results). The Service Charter sets out the ability to comment on the service standards and/or provide any suggestions about how we can improve our service in any area.

St. Clair College embraces the very best in a college education - excellence in teaching, applied learning in our state-of-the-art labs, numerous student support services to help with success, and an amazing campus life experience. We are proud of our reputation for excellence - excellence in the programs we deliver, the quality of service we offer our students and community, and the results we achieve. We are guided by the following five key principles:

1. You will find our staff to be caring, respectful, courteous, helpful and considerate, guided by their professional service ethics.
2. We respect your time, and strive to be available when and where you need. We know that your time is valuable, so we work hard to serve you as quickly as possible, which includes accommodation for special needs.
3. You are at the centre of everything we do. We listen to what you tell us and provide service in collaboration and in consultation with you. Recognizing the diverse needs of our users, we always provide information in a clear and concise manner.
4. You can count on our College and our knowledgeable staff to have the most accurate, up-to-date and relevant knowledge, information and resources to help you get what you need. You can count on us to listen carefully to your needs and questions, and guide you through the process of getting the services you require, from start to finish.
5. We are accountable to you. We monitor our results and adjust our services continuously to ensure that you are getting the service you deserve. We respect your right to privacy and value the trust you place in us.

Service Standards Goals include:

1. We are here when you need us.

- a) Convenient hours of service.
- b) Relevant and reliable information is available on our website: stclaircollege.ca

2. If we don't know, we will find out.

3. Flexible, seamless service available across the channels – in person, web, or phone.

4. We value your time:

- a) We endeavour to return all messages within one working day.
- b) We endeavour to not keep you waiting longer than 10 minutes for scheduled appointments.

The Service Charter was published in poster format and is displayed in key service areas at all Campuses. The Service Charter is reviewed and included with new staff orientation materials. Service enhancements we have launched include the following:

1. EXPANDED CAREER SERVICES

In order to facilitate effective and efficient career service delivery, several web resources are utilized. The ‘careerCentral’ landing page sets out the various career services available across College departments in a manner that is easy to navigate and provides the opportunity for those looking for services to learn more. The ‘careerCentral’ navigation button located in a prominent spot on the homepage of the College’s website helps direct those interested to easily find services. The online tool created for employers to complete a job posting has proven helpful to employers resulting in several job postings that are displayed online on the Career Services/Employment Centre webpages for students, alumni and community to review.

2. ONE-STOP SHOP

In partnership with other departments such as IT Services, Parking, Athletics, International Recruitment and the Student Representative Council (SRC), the Registrar’s Office continues to establish a centralized one-stop service area at the beginning of each semester focused on service excellence. Utilizing a numbered services system, we are able to remove line-ups, minimize student frustration with waiting times, and offer a hospitable experience through food and beverage offerings as well as fun activities and giveaways. Through this “one-stop shop”, we are able to align and dedicate staff to the specific needs of our students. Our triage team offers immediate direction and information to those students that enter the area limiting the stress of a new college experience.

GOAL	OBJECTIVE	MEASURE
Increase Enrolment.	Increase International Enrolment.	Increase International Enrolment by 3% (Fall 2018 compared to Fall 2017).
	Maintain Domestic Enrolment Numbers.	Maintain PS Full Time Enrolment levels at 7900 within a 5% corridor.
	Development of a comprehensive 2018-2019 Enrolment Plan (By Program/AAL).	Ensure appropriate academic space is renovated and ready for the 2018-2019 academic year.
	Increase capacity at Chatham Residence.	Student Residence expansion completed.

REPORT ON PREVIOUS YEAR’S GOALS

INCREASE INTERNATIONAL ENROLMENT

International enrolment grew from 2,300 in 2017/2018 to over 5,200 in 2018/2019. The major international markets were maintained with India, China and Vietnam as the three largest sending countries. There were noticeable increases in student population from Korea, Philippines, Colombia and Jordan.

In 2018/2019, St. Clair College launched the Ontario Colleges – International application portal online. This increased the access globally to prospective international students and streamlined the admissions process for applicants and support staff alike.

MAINTAIN DOMESTIC ENROLMENT NUMBERS

The Fall 2018 Board of Governors report realized 7,615 full time domestic students, surpassing our target of 7,505.



DEVELOPMENT OF A COMPREHENSIVE 2018-2019 ENROLMENT PLAN

A multi-dimensional team including Facilities, Information Technology, Space Committee and Senior Management has completed significant facility renovations to meet the above Strategic Direction.

One Riverside Drive

The College entered a lease with Europro-Riverside Limited Partnership and secured approximately 30,000 square feet in order to increase student capacity. The space is high profile as it faces Pitt Street West and is strategically located in direct proximity to the St. Clair College Centre for the Arts, Media Plex and TD Student Centre.

The features of this space include:

- 23,000 square feet which houses 8 classrooms, 1 multipurpose computer lab, student support services and common areas.
- 7,000 square feet of faculty office space that can accommodate 15 faculty with shared workspaces.
- This facility is state of the art and includes adjustable workstations, LED lighting, foldable walls, extra-large PowerPoint screens and powered classrooms for electronic devices.

Windsor Campus

Extensive renovations were completed at the Windsor Campus. During summer of 2018 a total of 25 classrooms, offices and labs were redesigned in order to modernize and increase academic capacity.

The majority of this project was funded through the approved capital budget of \$2,650,000 and all work was completed prior to the September 4th start up.

1. CICE Renovations

Significant construction was completed in the CICE (Community Integration through Cooperative Education) program and included:

- 1 new classroom 20 seats - net new
- 1 computer lab 10 seats
- Student Testing Space 11 seats
- Faculty Offices 10 offices – net new

Total 41 seats/10 offices

2. General Purpose Classrooms

A total of 7 classrooms were renovated and/or constructed creating 252 net new seats while modernizing furniture and technology features. The classroom breakdown is as follows:

- Room 263 78 seats
- Room 115A 67 seats – new classroom
- Room 115B 56 seats– new classroom
- Room 80F 52 seats
- Room 84A 37 seats – new classroom
- Room 84B 37 seats – new classroom
- Room 3300 55 seats – new classroom

Total 382 seats added/modernized

3. Computer Labs

Various computer labs were retrofitted, built and redesigned as follows:

- 80A Cisco Lab 52 seats
- 80C Networking Lab 52 seats
- 76 Hardware Lab 24 seats
- 214 Multipurpose Computer Lab 60 seats – net new
- 56 ET Sound Lab 20 seats

Total 208 seats added/retrofitted

4. Student Common Space

In addition to the above classroom and lab retrofits, a comprehensive strategy to increase/retrofit student & staff space, as well as, faculty offices occurred. These include:

- Upper Deck Student Lounge - furniture
- 1st Floor Griffin Hall Student Lounge - furniture
- 2nd Floor Griffin Hall Student Lounge – furniture
- 3rd Floor Student Lounge – furniture

5. Faculty Office Area

- 272 Office Complex – 2 new offices
- 276 Office Complex – 8 new work stations
- 413 Office Complex – 5 new work stations
- SAA Office Complex – Relocated

6. Staff Lounges

- Staff Lounges –Renovations in Windsor and updates in Chatham were done to the staff lounges to support a healthier work environment.



INCREASE CAPACITY AT CHATHAM RESIDENCE

St. Clair College identified increased “on campus” accommodation as an important component in growing enrolment in Chatham. As a result, a total of 6 new units (24 beds) have been added to the residence section on the Chatham campus at no cost to the College through our partnership with Campus Living Centres. This creates total capacity in Chatham to 72 beds.

Additionally, a 600 square foot common room was constructed that will allow for both recreational and study space adjacent to the newly constructed units. Construction was complete in August 2018 and all units are fully occupied.

GOAL	OBJECTIVE	MEASURE
Enhance Student Life.	Build additional Residence capacity at Main Windsor campus.	Building of student residence commenced.
	Assist the Student Representative Council and Student Athletic Association, in determining the construction of the Sports Park (phased-in).	
	Document an inventory of current events and expand outreach by adding new initiatives for student engagement.	Sports Park commenced in 2018/2019 and operational impact understood.

REPORT ON PREVIOUS YEAR'S GOALS**BUILD ADDITIONAL RESIDENCE CAPACITY AT WINDSOR CAMPUS**

The building and design process for the Residence has commenced. St. Clair College has signed a 49 year land lease with Global Education Mhome Corporation (GEM) that allows GEM to proceed with the building/development process. Additionally, GEM has signed a Design/Engineering agreement with Z-Modular Corporation that will incorporate approximately 512 beds with associated residential amenities.

ASSIST THE STUDENT REPRESENTATIVE COUNCIL AND STUDENT ATHLETIC ASSOCIATION IN DETERMINING THE CONSTRUCTION OF THE SPORTS PARK (PHASED-IN)

The College lost significant athletic field space because of land expropriated for the Herb Gray Parkway. As a result, the College committed to replacing the athletic field space by collaborating with the Student Representative Council (SRC) and Student Athletic Association (SAA) in the construction of the Sports Park. The project will be completed in a phased-in approach, as funding from the student fee protocol and external donations permitted.

To initiate this commitment, a Request for Tender (RFT) was issued, and Fortis Group was awarded the construction contract.

An overview of the project is as follows:

- Total project cost is \$21,285,000 (build + architect).
- Student levy (recreation/fitness centre capital fee) was issued as of 2008 for \$150 per student per year, and continues to 2033.
- SRC is the project lead absorbing all financial costs and liability.

GOAL	OBJECTIVE	MEASURE
Increase Corporate Training.	Enhance our reputation as a training centre for the workforce of our community.	1. Increase revenue by 3%. 2. Add five new Corporate Training clients.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College's Corporate and Professional Training Programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally. Our consultants and trainers have extensive sector-related experience and capabilities. Our professional training consultants work closely with St. Clair College's clients to ensure that their needs are met and that they are satisfied with the results. The College's Corporate and Professional Training division has a proven track record, over 20 years of client satisfaction, and is dedicated to customer service excellence.

Corporate Training revenue continues to increase over base year adding new clients/employers each year as well as new training initiatives:

Year Revenue Increase

2015-2016 \$625,489 Base Year | 2016-2017 \$840,458 34% Increase from Base Year

2017-2018 \$950,260 52% Increase from Base Year | 2018-2019 \$887,178 42% Increase from Base Year

The respective increases of 34%, 52% and 42% exceed the strategic direction requirement of an increase of 3%.

St. Clair College continues to deliver customized corporate and professional training for several key local and global businesses including: City of Windsor, Ford Motor Company, FCA Fiat Chrysler Automobiles, Hiram Walker, Martinrea, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

While there have been a number of additional Corporate Training clients/employers, five new clients include:

1. Chatham, ON - Aptitude Testing;
2. Windsor, ON - Robotics Training;
3. Northville, MI - Project Management;
4. Farmington Hills, MI - Intro to Injection Molding and Intro to Stamping and Dies;
5. Windsor, ON - Manufacturing Leadership and Project Management.

St. Clair College is committed to delivering high-quality, accessible education and training to meet the needs of learners and the labour market of Southwestern Ontario. We continue to build upon our reputation as a strong community resource by listening and responding to local industry needs.

GOAL	OBJECTIVE	MEASURE
Increase Community Engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Encourage, foster and document annual contributions in our community by staff and students.

REPORT ON PREVIOUS YEAR'S GOALS

As an outcome of the Strategic Directions, College staff and students on a voluntary basis, are involved in our communities of Windsor Essex and Chatham Kent. Specifically, participation on Boards, Committees, Task Forces and volunteer work throughout our region. These efforts are a basis that is being used to forge partnership opportunities for St. Clair College.

College staff are a part of over 220 Boards and Committees throughout the region and the province. The volunteer work of our staff contributes to over 60 agencies, clubs, events and nonprofit organizations. Our St. Clair College students and staff at both our Windsor and Chatham campuses were a part of over 40 fundraising efforts throughout our region and provincially.



GOAL	OBJECTIVE	MEASURE
Community Partnerships	Fundraise to increase capacity to accept higher enrolment and elevate the College's profile.	Commencement of formal fundraising and branding campaign to increase student capacity and the College's profile.

REPORT ON PREVIOUS YEAR'S GOALS

For the past 12 months, the College has been working with Douglas Marketing to develop a strategic approach to support awareness with a new branding campaign for the College encompassing an Academic Tower, a new School of Business and Information Technology and a Sports Park to align and build top of mind for enrolment and donations/sponsorship. Data collection included working with key stakeholder groups through interviews and surveys with College partners. These partners included past and present College Board members, alumni, students, staff, retirees and community members. The information gathering was to generate the top of mind awareness of "What does St. Clair College mean to you?" The feedback received provided concepts and ideas so that the new branding of the College would move us to new heights while holding onto the traditions and values that have been established over 51 years. This new corporate logo and branding marketing materials, introduced in September, have brought a fresh new look, positioning St. Clair College as a destination College for all ages, skill sets and vocations. The fundraising campaign has been developed for brand awareness with a goal that will facilitate expansion to increase capacity to accept higher enrolment and elevate the College's profile.

Targeted donor meetings have begun in Windsor and Essex County with outreach to Toronto. The campaign has been built on the elements of the research that was done by the College's stakeholder feedback, while positioning the College to be a first choice for students both domestic and international. The work focused on targeting business leaders, companies and philanthropists who have been connected with the College.

In August 2018, the College formally announced the naming of the St. Clair College Zekelman School of Business and Information Technology. This \$5 million donation from the Zekelman family, is a new foundation for the College to build upon for the fundraising campaign for the proposed Academic Tower and Sports Park. The College will continue to build other partnerships to achieve our campaign goals.



GOAL	OBJECTIVE	MEASURE
Development of Human Resources.	Staff development with a focus on academic quality and student success.	Continuation of staff orientation (part time/ full time academic and non-academic).
	Succession planning.	1% of budget allocated for staff development.
		Development of annual College Staffing Plans.

REPORT ON PREVIOUS YEAR'S GOALS

STAFF DEVELOPMENT WITH A FOCUS ON ACADEMIC QUALITY AND STUDENT SUCCESS

To support Strategic Direction #4, Administration holds employee orientations for all new employees to the College. These orientations introduce the new employees to St. Clair's Vision, Mission, Values and culture. In addition, these sessions are important to explain roles, responsibilities, expectations and rights to the employees. Such orientations take on a greater importance due to the large number of retirees that we have recently experienced and will continue to experience over the next few years.

Existing staff are eligible to annually participate in professional development to achieve personal growth and development. Such training has taken the form of participation in individual workshops, seminars, College initiated training and courses to pursue their personal educational advancements.

SUCCESSION PLANNING

Administration has developed a Talent Management Strategy (TMS). Through the TMS, the College will attract, identify, develop, engage, and retain high potential employees. To achieve this strategy, St. Clair College has developed a Talent Management Policy and procedure with a focus on succession planning.

Through succession planning, the College will build a leadership pipeline/talent pool to ensure leadership continuity, develop potential successors in ways that best fit their strengths, identify the best candidates for categories of positions and concentrate resources on the talent development process yielding a greater return on investment.

In September 2018, the College engaged Sigma Assessment Systems Inc. to guide the College through a succession planning process.

The College's succession plan is intended to provide the organization with the ability to meet future staffing needs by identifying viable candidates, and investing in their future with the organization by providing training and development and career advancement opportunities.



5.5

FACILITIES *(Efficiency & Effectiveness)*

GOAL	OBJECTIVE	MEASURE
Campus Enhancement.	Explore feasibility of a Parking Garage.	Proceed with a procurement to identify any third party organizations that are interested in the construction and operation of a parking garage.

REPORT ON PREVIOUS YEAR’S GOALS

EXPLORE FEASIBILITY OF A PARKING GARAGE

In response to student feedback, the College committed to exploring the feasibility of a parking garage at the Windsor Campus. To initiate this commitment, a Request for Proposal (RFP) was issued on January 15, 2019 in order to seek proposals from interested third party organizations.

The RFP deadline has been moved to April 15, 2019 based on community request to extend. After the deadline, the College will evaluate the proposals to identify whether or not a feasible option exists. If a feasible option is identified, the College will engage in further discussion with the Proponent, and collaborate with SRC and SAA.

5.6

FINANCIAL *(Health & Viability)*

GOAL	OBJECTIVE	MEASURE
Financial Sustainability.	Balanced budgets.	Achieving balanced budgets annually.
	Maintaining financial sustainability in accordance with the MTCU financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.

REPORT ON PREVIOUS YEAR’S GOALS

- Budget strategies were implemented and monitored on a weekly basis.
- A surplus from operations has been realized for four consecutive years. Record breaking surplus of \$40,237,770 realized for 2018-19.
- March 31, 2016 = 1 flag.
- March 31, 2017 = no flags.
- March 31, 2018 = no flags.
- March 31, 2019 = no flags.

GOAL	OBJECTIVE	MEASURE
Financial Accountability.	Tools for budget holders to build budgets and include “what if” scenarios.	Implementation of enhanced budgeting tools.
	Interim relevant and transparent reporting on financial position to the Board of Governors: -Budget. -Mid-Year Review. -Financial Statements. -Other (to be determined by Audit Committee).	Complete interim reporting based on pre-determined deadlines.
	Achieve Ministry approval and financing for Academic Tower and Phase III of Student Centre.	Proceed with requesting approval under Section 28 of the Financial Administration Act from the Ministry.

REPORT ON PREVIOUS YEAR’S GOALS

The post-secondary education sector is continuously changing: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, financial sustainability, etc. With this continuous change, the College’s ability to ensure exceptional quality and control, and respond quickly and accurately to changing market conditions is key to our success. In addition, these changes impact the financial accountabilities of the Finance department, budget holders, and the broader organization.

In order to enable the Finance department and budget holders to support the business actively in decision making, a system is required that facilitates budgeting and forecasting. As agility is important to meet changing circumstances and the need for information, key functionality and system elements were identified to support assumption-based planning with “what-if” scenarios.



6.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2018-19 with a record breaking Excess of Revenue over Expenses realizing more than a \$40 Million surplus.

	2018-19	2017-18
Revenues	\$198,263,526	\$143,959,149
Expenses	158,025,756	130,653,638
Excess of Revenue over Expenses	\$40,237,770	\$13,305,511

REVENUES

Government (MTCU) Operating Grants:

Decreased by \$0.44 million compared to 2017-18.

Contract Income:

Increased by \$0.54 million compared to 2017-18.

Student Tuition:

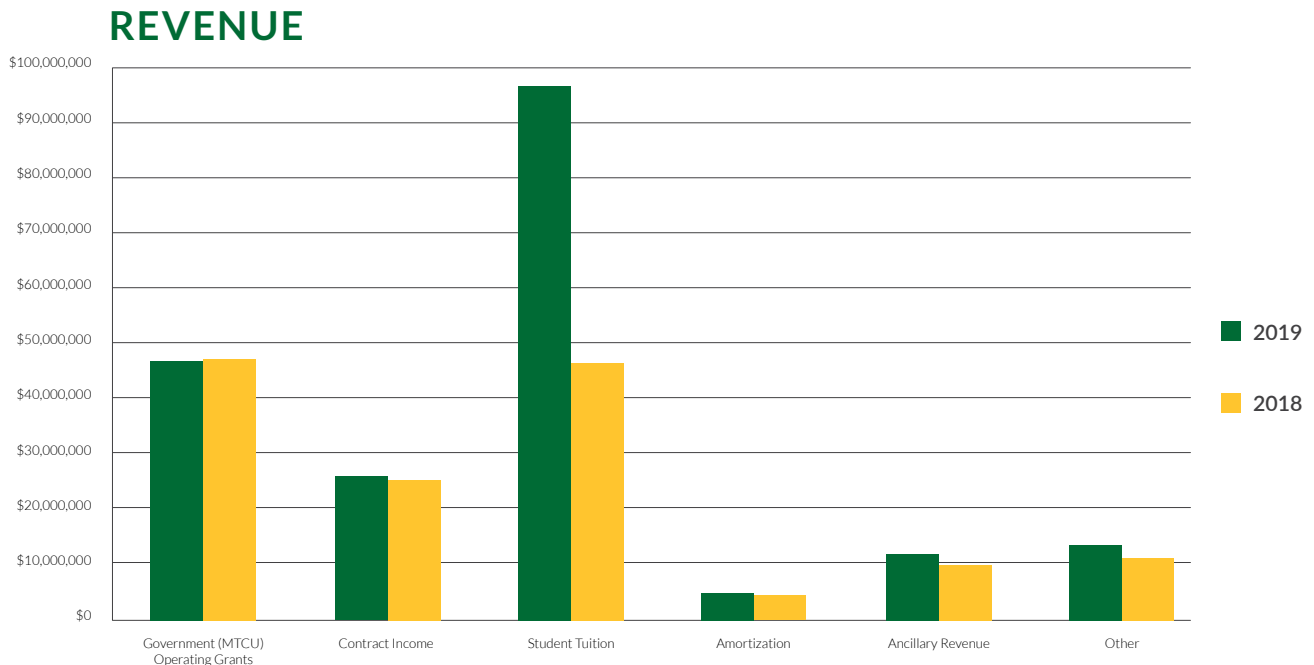
Increased by approximately \$49.6 million compared to 2017-18. The increase in revenue was due to higher international student enrolment and tuition rate increases.

Ancillary Revenue:

Increased by \$1.8 million. The increase was attributable to revenue from the Parking, Residence, and St. Clair College Centre for the Arts operations.

Other Income:

Increased by \$2.1 million which was mainly attributable to interest income.





EXPENDITURES

Salaries and Benefits:

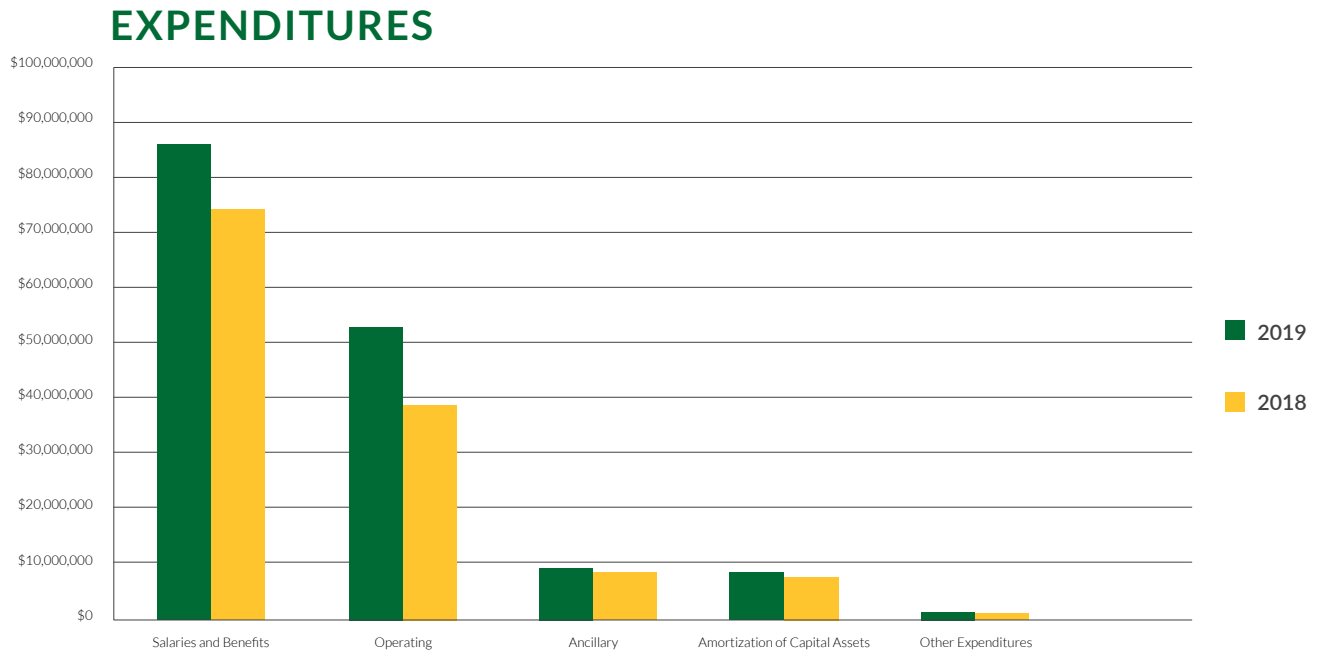
Increased by approximately \$11.7 million due to increased staffing and compensation adjustments.

Operating:

Increased by approximately \$13.6 million due to higher agent commissions and insurance.

Ancillary Operations:

These activities are primarily user-pay services and include the Bookstore, Residence, St. Clair College Centre for the Arts, and Parking operations.



7.0 ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation Board seeks and obtains support from companies, organizations and individuals, to make a number of scholarships available to full-time St. Clair College students.

The Foundation strives to build funds that will support students throughout the scholarship program.

General Scholarship applications are made available online each year, starting October 1st until mid-December.

A Scholarship Selection Committee made up of faculty, Chairs and administration from the College meet in early January to determine the successful recipients. The 2019 Scholarships were awarded in Windsor on Wednesday, March 6 and Thursday, March 7 and in Chatham on Thursday, February 28, 2019. This year, the St. Clair College Foundation was able to present a total of 750+ scholarships and endowments totaling over \$535,000.00 to deserving students. St. Clair College contributes an additional \$2 million in scholarships, for a total contribution of more than \$2.5 million.

As of March 31, 2019, the Foundation had a total scholarship fund of \$9,950,637.00. The fund is invested in two separate banks, the Royal Bank of Canada (RBC) and the Windsor Family Credit Union (WFCU). RBC holds the Foundation's long term investments and WFCU holds the Foundation's short-term investments.

The Foundation and Advancement Office have been active this year meeting with new and existing donors, reviewing and updating the St. Clair College Foundation Bylaws, Endowment Policy and Agreements, Investment Policy, donor contracts and writing a new donor application profile program in the Student Information System to enhance the selection.



New scholarships established in 2018-19 include:

- SCC Retiree Association Scholarship
- Carol Derbyshire Scholarship, Best/Manley Scholarship
- Murray MacLeod Memorial Scholarship, Ted Whipp Memorial Scholarship
- Kay Curtis Memorial Scholarship for Leadership Excellence
- N-Powerment Nursing Scholarship
- Edward Mroczkowski PSW Scholarship
- Smart Serve Annual Scholarship
- ALS Endowment Scholarship
- Robert Sutherland Memorial Scholarship (New Donation)
- Rotary Club of Chatham Scholarship
- Fantastic Fathers Community Group Scholarship
- Royal Canadian Legion Branch 12 Scholarship
- Royal Canadian Legion Branch 12 Ladies Auxiliary Scholarship
- Glenn Randal Scholarship
- ACE Acumen Scholarship
- St. Clair College Alumni 1967 Scholarship
- Community Living Chatham-Kent "Lu-Ann Cowell" Scholarship
- Landscape Effects Scholarship
- Janet Van Elslander Endowment Scholarship
- Dan and Pam Allen Scholarship

8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

Throughout the year, President France represented the College by attending many community events and dinners as an attending guest or guest speaker throughout Windsor Essex and Chatham Kent. President France hosted and attended numerous meetings with various community partners, organizations, municipal, provincial and federal politicians at the College. The calendar year was also full of both students and staff campus events, board events and College ceremonies in which the President participated.



President France presents Windsor Essex Chamber of Commerce Entrepreneur of the Year Award April 2018



President France hosting community partners meeting on apprenticeship reform in July 2018



President France announces naming of Zekelman School of Business and Information Technology with Barry and Stephanie Zekelman in August 2018



Speaking to all faculty meeting before the start of Fall 2018 session in August 2018



Host of naming ceremony of Chatham campus student centre for philanthropist and College Alumni Of Distinction Andrew Faas September 2018



Welcoming Premier Ford at the International Plowing Match Outside Chatham September 2018



Keynote Speaker at September 2018 India Canada Association Annual Gala



Grand Opening of the National Powerline Training Centre at the Chatham Campus October 2018



8.0 PRESIDENT'S COMMUNITY ENGAGEMENT



Launch of esports program at the Windsor campus November 2018



Hosting all of the Windsor Essex Mayors and CAO's at the College December 2018



Media Kickoff of 5th Annual Polar Plunge held annually at the College with local law enforcement, students, staff and community raising funds for Special Olympics January 2019



Official groundbreaking for the College Sports Park with local dignitaries, donors and students February 2019



Hosted Federal Minister of Immigration Ahmed Hussen to the College with St. Clair College international and domestic students February 2019



Inaugural meeting with Chatham Kent Mayor Darrin Canniff March 2019

ST. CLAIR COLLEGE
APPENDICES



STRATEGIC MANDATE AGREEMENT ANNUAL REPORT 2017-2018

PART 1. OVERVIEW

Introduction

The 2017-20 Strategic Mandate Agreements (SMAs) between individual colleges and the Ministry of Training, Colleges and Universities outline the role colleges perform in Ontario's postsecondary education system and how they will build on institutional strengths to fulfil their mandate and support system-wide objectives and government priorities.

Each priority area in the 2017-20 SMAs includes system-wide and institution-specific metrics and targets.

The SMA Annual Report is used by the ministry to track progress on metric performance on an annual basis. The SMA Annual Report is also an opportunity for institutions to provide contextual information and a narrative associated with metric performance in the shared priority areas. Part 1. Overview introduces the institutional context for metric performance, overall and by priority area. Part 2. Data Workbook includes historical data and most recently available values for both system-wide and institution-specific metrics.

For more information on the Strategic Mandate Agreements, please visit the Ontario Government webpage.

Overview 2017-18 Strategic Mandate Agreement Results

2017-18 was truly a remarkable year for St. Clair College. The College broke the 10,000 foot ceiling in student enrolment achieving 10,539 students in Fall 2017. This represents an 11.2% increase over 2016. St. Clair College experienced a dramatic increase in international students. In 2016, the College had 581 international students. In Fall 2017, there were 2,564 international students across all campuses, an 69% increase. Domestic enrolment held its own in the face of continued declining catchment enrolment. As a result of the five-week faculty work stoppage, St. Clair College experienced a loss of 1,100 students who withdrew with refunds from the College by early December 2017. This loss was more than compensated for by an unprecedented January intake of 1,487 students, 1,250 of international origin. St. Clair College welcomed international students from a record 58 different countries in 2017-18. The main countries of representation within the student body were India, China, Philippines, Vietnam and Nigeria. During the 50th anniversary year, the St. Clair College

Alumni Association grew to over 100,000 graduates. Both domestic and international students have recognized St. Clair as an exceptional postsecondary destination, offering unparalleled instruction and state-of-the-art technology to pursue careers of the 21st century. St. Clair College has quickly become one of the sought after educational destinations with international students seeking the higher education and skills expertise that St. Clair College delivers. This higher education and proficiency provides the College's students with the know-how and tools to start careers in today's global workforce.

Coupled with the crucial task of addressing the skills gap in trades-and-technology, St. Clair College continues to supply proficient graduates to the fields of health care, engineering, manufacturing, business, information technology, social services and the applied arts, all of which are essential to the well-being of the communities of Windsor-Essex and Chatham-Kent, and the prosperity of the local, provincial and national economies. In order to be responsive to industry needs, St. Clair College launched three new graduate certificates - Human Resources Management, Web and Interactive Advertising, and Event Management. These programs proved to be popular with both international and domestic students. Construction for the new National Powerline Training Centre was completed in the winter of 2018 at the Chatham Campus. The \$2.1 million, 6,500 sq. ft. state-of-the-art facility offers flexible learning space and features an indoor climbing lab, rescue/repelling lab, underground training lab, with multi-use truck bay space, tool and equipment storage, and staff offices. This partnership between education, government, and private-sector industries demonstrates how Canada can effectively address its skilled trades' gap. The Centre provides training for students in the Powerline Technician program, which continues to enjoy significant enrolment growth, and the in-demand Powerline Maintainer - Red Seal Trade. St. Clair College is proud to be serving both the nation and young people with this program, the largest post-secondary training program for this trade in the Province.

St. Clair College's Business School has been named the Zekelman School of Business and Information Technology, the first School naming in St. Clair College's history. St. Clair College has proudly honoured the Zekelman family for their contributions to community as well as the leadership they have provided in industry and philanthropy. This unprecedented move set a new standard for business, raising the bar in advanced education. The Zekelman family welcomed the opportunity to influence the leaders of tomorrow by doing its part in supporting St. Clair College and helping to ensure quality post-secondary education that prepares the next generation for leadership.

A number of provincial and global issues have had a significant impact on the operation of the College. Particularly, the five week work stoppage, as well as the introduction of provincial legislation, created challenges. In the face of those challenges, through hard work and on-going communication and collaboration, staff and students took positive steps to continue moving the College forward. The significant increase in international student enrolment, while creating challenges, has not only improved the College's fiscal position but has afforded the College the benefits that diversity brings. St. Clair College prides itself on being an institution that is vibrant and agile, and readily evolving to remain on the cutting edge of academic programming. The College continues to be responsive to economic and societal trends ensuring that St. Clair College will continue to offer unparalleled service to its students and communities that it serves. The services and programs continue to be aimed at providing the skills required by an ever-changing labour market and, based on the input of the College's stakeholders, are flexible and adaptable to market needs. Having celebrated its 50th anniversary in 2017, St. Clair College moves forward into its next half century of service and will continue its focus on 'Excellence in All We Do'.

Many initiatives were accomplished in support of the College's Strategic Mandate Agreement and key examples of the academic achievements, community contributions, and athletic triumphs of students, faculty, and staff are outlined in the priority areas below.

Priority Areas

Trends and key outcomes for the 2017-18 Strategic Mandate Agreement metrics for each of the five priority areas, include:

1. Student Experience

This priority area captures institutional strengths in improving student experience, outcomes and success, and recognizes institutions for measuring the broader learning environment, such as continuity of learning pathways, retention, student satisfaction, co-curricular activities and records, career preparedness and student services and supports

St. Clair College has demonstrated success in improving student experience through its focus on service excellence, enriched learning environments, increased pathways, improved retention, high student satisfaction, co-curricular and extra-curricular activities, and holistic career services.

For the fourth year in a row, St. Clair College has exceeded the provincial average and topped the provincial colleges in southern Ontario for student satisfaction. St. Clair College scored 80.2% in student satisfaction (provincial average of 76.5%). St. Clair College has also ranked in the top five colleges in the province for Student Satisfaction for the first time in 2017. St. Clair College continues to impress students with the overall quality of the learning experience, providing the knowledge and skills that will be useful in their future career, and their overall satisfaction with the quality of the services, facilities and resources at the College. St. Clair College staff work extremely hard to ensure programs are of the highest quality, its facilities and resources are there to support student success, and that the College has created an atmosphere that supports great student life. The College also exceeded the provincial average in the Graduate Employment Rate at 84% as compared to the provincial average of 83%. This is a strong indicator in a market that has seen high unemployment in the recent past. Graduate's satisfaction also exceeded the provincial average (81.3% compared to the provincial average of 78.8%).

St. Clair College was selected as one of five Ontario colleges and universities to participate in ONCAT's Faculty Fellows pilot project intended to: raise the profile of transferability for students within their department/institution; improve faculty processes related to evaluating transfer credits, working with transfer students, and share emerging models of successful student mobility initiatives.

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions in Ontario, Canada, and internationally. The College achieved its goal to add one additional pathway per Faculty of Specialization, including a unique pathway with Schlegel Villages Long Term Care and Retirement facility, where St. Clair College will deliver a Personal Support Worker program at their institution. St. Clair College coordinated a University Transfer Agreement Fair on February 1, 2018, hosting 18 local and international institutions on campus to promote pathways and answer students' questions about transfer credits.

St. Clair College developed 'Career Central', a comprehensive service centre and online tool that provides an all-inclusive array of career services for students and employers. Through its Industry Liaison Office, St. Clair College has developed a coordinated approach to outreach to local industry and employers through a single point of contact.



Students took advantage of numerous activities outside the classroom that enhanced their academic studies. Accounting students competed in the Ontario College Accounting Case Competition in Toronto. Students competing in the Ontario Technological Skills Competition brought home ten medals in eight unique competition categories and two students who competed in the National Skills Competition in Edmonton, Alberta brought back a gold and a silver medal qualifying to join Team Canada for the Worlds Skills Competition in Russia in 2019. The Enactus Club at St. Clair College was founded in 2017-18 and in its inaugural year earned an Enactus Canada National Team Spirit Award in Toronto, Ontario then travelled to London, England achieving 2nd runner-up in the Youth Empowerment category. Our Saints Athletes shone in the OCAA and CCAA. Men's baseball won their fifth consecutive OCAA championship, and their second National championship. Women's softball and the Men's Cross Country both earned a silver medal at their OCAA Provincial finals. The College launched its first eSports team, Saints Gaming, and students representing the College exceeded expectations in the competition field.

St. Clair College continues to build on its strategic focus of having buildings, facilities and grounds that reflect its culture of accessibility, inclusivity, quality, and sustainability. The College is dedicated to creating a world-class campus that enhances and complements students' education experience. A number of campus beautification projects were undertaken including: additional student common spaces; enhanced staff lounge facilities; and, unique landscaping features. Investments were made to improve classrooms, computers labs, and lab equipment including the purchase of eight ABB robots. The College continued to address deferred maintenance projects through the support of the Federal Strategic Investment Fund (SIF), the Provincial Facilities Renewal Fund (FRP) and Capital contributions from the College. The College has reduced deferred maintenance by approximately \$7.3 million dollars.

2. Innovation in Teaching and Learning Excellence

This priority area focuses on innovative efforts including pedagogical approaches, program delivery and student services that contribute to a highly skilled workforce and ensure positive student outcomes. It captures institutional strengths in delivering high-quality learning experiences such as experiential, entrepreneurial, personalized and digital learning, and student competencies that improve employability.

Through the Centre for Academic Excellence (CAE), St. Clair College has developed and implemented a rigorous mapping process as part of its academic program review. The program

mapping process used by the College promotes and monitors important pedagogical approaches and practices within academic programming to ensure skilled graduates and positive student outcomes. These approaches and practices include: outcome-based and content-based evaluation of pre-requisite and co-requisite requirements within programs of instruction to determine genuine need and curricular barriers to student success; analysis and assessment of all learning outcomes within a program of study to determine the level of learning achieved thereby promoting proper gap analysis and scaffolding of outcomes; evaluation of the use of capstone experiences and/or experiential learning activities to promote student attainment of complex and holistic skills; analysis of all course evaluations to promote proper alignment with learning outcomes and student success; and, analysis of Essential Employability Skills to improve delivery and assessment of those skills.

St. Clair College created special Coordinator positions including: BlackBoard Coordinator to provide additional resources and assistance in using BlackBoard Collaborate as well as integration concerns; and, Coordinator of New Program Development to assist with planning and program design ensuring outcome-based requirements and meet College requirements of work integrated learning, capstone and assessment requirements.

The CAE implemented learning cafes where faculty can meet face-to-face or join through technology to discuss current articles and papers on teaching and learning. Faculty had the opportunity to participate in the 3rd Annual Faculty Retreat and Professional Development day, with approximately one-third of the College's faculty in attendance. The CAE launched a new portal packed with information and resources to assist faculty with teaching and learning.

3. Access and Equity

This priority area recognizes institutions for their efforts in improving postsecondary education equity and access, and for creating opportunities that can include multiple entrance pathways and flexible policies and programming, with the focus on students who, without interventions and support, might not otherwise participate in postsecondary education.

St. Clair College is committed to offering accessible and equitable learning opportunities within an inclusive environment.

St. Clair College continues to see major increases in the number of students with disabilities as well as increasing complexity of disabilities, in addition to the number of students accessing academic accommodations. The first phase of an enhanced tutoring model was initiated in 2017 with the establishment

of a dedicated space where workshops and support services are offered to provide a holistic set of sessions that support the College's diverse student population. Community partners also provide on-campus sessions, such as the Canadian Mental Health Association (CMHA) and the New Canadians' Centre of Excellence Inc. In support of the College's goal to reduce the number of student issues and increase compliance to the Code of Student Rights and Responsibilities, the College implemented information/outreach initiatives that included attending class representative meetings, conducting monthly meetings with student government, collaboration with student residence leaders and conducting 'bystander' training. These combined strategies have produced positive results in compliance with the Code, yielding a 24% decrease in the number of formal complaints, year over year.

St. Clair College is pleased to see a substantial increase in first-generation students as a result of actively engaging this student population through recruitment and marketing initiatives.

St. Clair College also continues to experience a significant increase in First Nation, Métis and Inuit (FNMI) students who self-identify. St. Clair College has an active Aboriginal Education and Training Council that meets on a quarterly basis.

St. Clair College's awards, scholarships, bursaries and work study on-campus student placements are the major sources of financial assistance available to students who are pursuing a postsecondary education. St. Clair College is pleased to have increased the number of students accessing non-OSAP financial assistance by 32% from the prior year (2,407 in 2016-17 as compared to 3,169 in 2017-18) by providing \$2.95 million to support our students financially.

With declining domestic enrolment and in an effort to be responsive to needs of non-traditional students and encouraging future enrolment, St. Clair College continued to enhance efforts towards a seamless transition for students from secondary school to college through the School-College Work Initiative (SCWI), a partnership that includes Lambton Kent District School Board, St. Clair Catholic District School Board, Greater Essex District School Board and Windsor Essex Catholic District School Board. SCWI initiatives primarily target high school students who are at risk, disengaged or underachieving. In 2017-18, St. Clair College increased Dual Credit participation to 1,175 registrations (up from 926 in 2016-17). Part of that growth was due to the addition of an Adult Dual Credit pilot program for students over 21 years of age trying to earn their OSSD. Our adult pilot was the largest in the Province with three school boards participating and 170 registrations.

In January 2018, the College celebrated the first anniversary of the St. Clair College Skilled Trades Regional Training Centre. The Centre enrolled 49 students in the 46-week program called 'Earn While You Learn' during the 2017-18 academic year. This unique program features strong partnerships with industry, exemplifying how the College and industry are working together to close the skilled trades gap. All participants obtained full-time employment.

Based on community need and community support, St. Clair College delivered Pre-apprenticeship Truck and Coach with 16 students and Pre-Apprenticeship General Machining with 21 students. A Job Fair was coordinated with 35 employers in attendance with the majority of students being successful in finding a job placement and proceeding on with an apprenticeship.

The College partnered with the Windsor Essex Catholic District School Board (WECDSB) to deliver specialized summer camps to introduce girls to skilled trades' activities at a younger age. The camps provided the opportunity for youth in the community to build their skills, become better students and experience something that they would not have had the opportunity to do otherwise.

St. Clair College continues to be a Gold Sponsor for FIRST Robotics Canada. The College hosts several FIRST events and the regional FIRST Lego League competition, supports all local FIRST Robotics Challenge teams with an \$1000 sponsorship (19 teams), supports all FIRST alumni with a \$1000 entrance scholarship, supports the Windsor-Essex FIRST Robotics District event with a custom mobile machine shop, and a large number of volunteers and in-kind donations.

A Coordinator role was created for Part-Time Nursing Studies and the College revised and reactivated the international nurse and nurse refresher programs. These programs meet the needs of internationally trained nurses and nurses that are out of practice.

4. Applied Research Excellence and Impact

This priority area captures institutional strengths in producing high-quality applied research on the continuum of fundamental and applied research through activity that further raises Ontario's profile as a globally recognized research and innovation hub.

St. Clair College Applied Research and Development Department has three key priorities: providing students with innovative industry experience; engaging faculty in research projects to bring new knowledge into curriculum; and, partnering with industry to increase economic development.

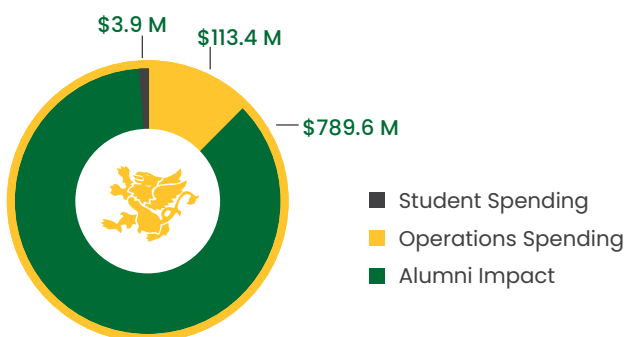


Accomplishment of these key priorities contributes to St. Clair College's strategic mandate of being a destination College. St. Clair College was awarded Ontario Centres of Excellence (OCE) grants totaling \$330,000 to work on applied research projects with a number of industry clients. These projects enhanced local companies' processes and products, increasing competitive advantages. Specifically, the College provided companies with simulation solutions. The researchers simulated processes in a CAD environment and optimized the parts to improve the product before building the part, resulting in a significant cost savings. Another area of research involved robotics and automation. The College programmed and tested a robot in a specification workstation to determine the feasibility of the robot. In addition, researchers programmed robots to locate various sized and shaped parts in different orientations and the robot placed those parts in their appropriate locations. These projects elevated the capabilities of faculty and students, with several students being hired as a direct result of their project work. The College also increased capacity with the award of an Applied Research Tools and Instruments (ARTI) grant. This grant funded the purchases of 3D printers and 3D scanners, further enhancing the research capabilities of the College and raising its profile as a valued research and innovation centre.

5. Innovation, Economic Development and Community Engagement

This priority area recognizes the unique role institutions play in contributing to their communities and to economic development, as well as to building dynamic partnerships with business, industry, community members and other colleges and universities. It focuses on regional clusters, customized training, entrepreneurial activities, jobs, community revitalization efforts, international collaborations, students, partnerships with Indigenous Institutes and a program mix that meets needs locally, regionally and beyond.

St Clair College Economic Value



TOTAL IMPACT \$906.9M

St. Clair College creates significant economic impact in the Windsor- Essex and Chatham-Kent regions. The College engaged EMSI in February 2018 to conduct an economic impact analysis to calculate the benefits received by its key stakeholders. St. Clair College promotes economic growth in the regions in a variety of ways including: as an employer (570 full-time employees with a total payroll of \$78.9 million who live in the regions expending monies on household expenses); a large-scale buyer of goods and services (\$49.9 million for facilities, professional services and supplies); and, the living expenses of students benefit local businesses in the regions. Approximately 400 students relocated to the Windsor-Essex and Chatham-Kent regions to attend St. Clair College, including international students (generating \$3.9 million in new income in the economy during the analysis year). In addition, the College is a primary source of education to regional residents and a supplier of trained workers to regional industries. The education and training St. Clair College provides for regional residents results in the greatest impact (higher wages of former students, increased output of businesses that employed former students, and the multiplier effects that occurred as former students and their employers spent money at other businesses). The total impact of St. Clair College on the regional economies during the analysis year amounted to \$906.9 million, equal to the sum of the operations spending impact, the student spending impact, and the alumni impact. The added income is equal to approximately 4.1% of the region's gross regional product. By comparison, this contribution that the College provides on its own is twice as large as the entire Accommodation and Food Services industry in the region. The College creates value from multiple perspectives. The College benefits local businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers into the workforce. It enriches the lives of students by raising their lifetime incomes and helping them achieve their individual potential. It benefits society as a whole in Ontario by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students. It benefits provincial taxpayers through increased tax receipts across the Province and a reduced demand for government-supported social services.

St. Clair College truly acts on its commitment to the communities it serves well beyond the boundaries of traditional post-secondary education and training. In 2017-18, the College's Continuing Education Department maintained quality educational programming for adult community members with 7,153 student registrations.

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry through custom-designed offerings to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally. Corporate Training revenue continued to increase year over year adding new clients/employers as well as new training initiatives. St. Clair College delivered customized corporate and professional training for several key local and global businesses including: City of Windsor, Ford Motor Company, FCA Fiat Chrysler Automobiles, Hiram Walker, Martinrea, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs).

In 2017-18, the International and Corporate Training Departments continued their collaboration with the Mexican government, the North American automotive industry, and Mexican education partners to train students in Mexico on the production of tool and die and mold making. Projects included work in Hermosillo and Basilio, Mexico as well as continued work with Martinrea Structures, Ford Motor Company of Mexico, and the Government of Mexico's Instituto de Tecnológico. These projects continue to garner positive attention from other organizations in Mexico and the College is continuing further training opportunities in Mexico.

In May 2017, President Patricia France led a delegation to China to sign Memorandum of Understanding agreements with four of the College's Chinese partner schools. These arrangements allow Chinese students to continue their program of study in Canada and earn credentials from their institution in China and St. Clair College. These agreements also further strengthen the College's commitment to providing opportunities for St. Clair College students to experience studies abroad. There were 42 St. Clair College students who benefited from experiential learning opportunities in China.

Through the EPIC/Genesis Entrepreneurship Centre, St. Clair College continued its partnership with the University of Windsor to enhance entrepreneurship training for students. Many workshops were held at both campuses to provide students with entrepreneurship training and strategies that will help them in business start-up opportunities or further enhance their employability skills. Over 100 students competed in the first EPIC Sales Pitch Competition, held on campus in October 2017. A Windsor-Essex Mini Maker Faire was held at St. Clair College and was sponsored in partnership with the University of Windsor and other community partners.

St. Clair College's Computer Networking programs, which are Cisco Network Academy certified, were ranked number one in Canada for having the largest enrolment of females in the

programs. With 50 female students enrolled, it represents 23% of the student population in these programs (national average is 13%). The College is also ranked number two in total enrolment in computer networking programs in Canada for 2017.

St. Clair College hosted the 2018 Ontario College Council of Chief Information Officers (OCCCIO) Conference in May. The conference provided an opportunity for Ontario college CIO's and IT leaders to share insights and best practices and to explore emerging trends.

St. Clair College continues to enhance its partnership with The Anishinabek Education Institute (AEI) through expanding program offerings in Early Childhood Education (ECE) and Social Service Worker tailored to Indigenous learners. The programs were developed in collaboration with AEI staff. A program in carpentry techniques was developed for delivery at Walpole Island First Nation Reserve.

St. Clair College Employment Centres, located in Windsor, Wallaceburg, and Amherstburg, continued to support job seekers and employers in our communities with employment services and training funded through the provincial government. The Centres:

- assisted 6,288 persons, hosting 4,469 attendees at information sessions, orientations and workshops;
- provided \$489,182 in employment training incentives to local employers and \$17,612 in training supports making it possible for 662 unemployed community members to gain employment;
- assisted 208 highly-barriered youth with pre-employment training and employment placements providing incentives totaling \$386,103; and,
- assisted 187 local employers providing training incentives in the amount of \$668,761 to train 1,068 of their existing staff or new hires.

Through St. Clair College's Industry Action Committee, quarterly meetings are held with representatives from industry who represent various sectors from the local community and provide invaluable insight and input on facility and program improvement for the Ford Center for Excellence in Manufacturing (FCEM) enhancing graduates' value to employers. Through this Committee, a new Manufacturing Engineering Technology Program was developed that was designed specifically for regional industry needs. New equipment was also identified and installed such as 3D printing utilizing plastic and metal.

Unifor Local 444 presented a donation to the College to support student success and foster a continued interest in skilled trades and apprenticeship training. Unifor and the College have worked in partnership to help address the needs of Windsor-Essex as well as the needs of students in our communities.



Unifor recognizes a serious shortfall when it comes to skilled trades workers in this region and the need to train students today for the jobs of tomorrow.

The 2017-18 academic year was an opportunity to recognize the incredible work done by students and staff as they raised money, volunteered, donated blood, donated books to elementary schools, and hosted events to help those in need in our communities. Through the College's 50th Anniversary celebration '50 Acts from the Heart' project, the College catalogued and supported an astounding 85 'Acts from the Heart' that helped community groups and individuals.

Attestation

St. Clair College confirms that all information being submitted to the ministry as part of the 2017-18 SMA annual report is accurate and has received approval from the College President.

Institutional Contact Name:	Karen Gill-Gore
Telephone:	519.972.2727 e. 2232
Email:	kgillgore@stclaircollege.ca
Completion Date:	January 16, 2019
Website address for posting ministry approved report:	www.stclaircollege.ca/boardandstaff/corporatedocuments.html

MANAGEMENT REPORT

Management is responsible for the preparation, presentation and consistency of the accompanying consolidated financial statements and other information contained in the Annual Report.

The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards and have been audited by KPMG LLP.

Management is responsible for designing, implementing and maintaining an effective system of internal controls, policies and procedures that pertain to the maintenance of accounting systems and records, the authorization of receipts and disbursements, the safeguarding of assets and for reporting financial information.

This system of internal controls, policies and procedures provides reasonable assurance that financial records are reliable and are a proper basis for preparation of the financial statements.

The Audit Committee and the Board of Governors, in carrying out their responsibility, have reviewed and approved the consolidated financial statements.



Patricia France, President



Marc Jones, Chief Financial Officer



REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

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

Opinion

The summary consolidated financial statements of The St. Clair College of Applied Arts and Technology (the Entity), which comprise:

- the summary consolidated statement of financial position as at March 31, 2019
- the summary consolidated statement of operations for the year then ended
- and related notes

are derived from the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology as at and for the year ended March 31, 2019 (audited financial statements).

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with the criteria disclosed in Note 1 in the summary financial statements.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements and the auditors' report thereon, therefore, is not a substitute for reading the Entity's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

On our report dated June 25, 2019, we expressed an unmodified opinion on the audited financial statements.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with the criteria disclosed in Note 1 in the summary financial statements.

Auditors' Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards 810, Engagements to Report on Summary Financial Statements.



Chartered Professional Accounts, Licensed Public Accountants
Windsor, Canada
June 25, 2019

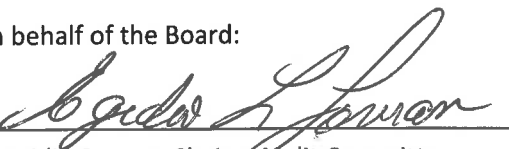



SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31

	2019	2018
Assets		
Cash and temporary investments	\$ 111,524,482	\$ 63,392,000
Accounts receivable	11,999,882	12,309,496
Prepaid expenses	2,805,490	1,662,105
Long-term investments	9,950,637	9,501,878
Capital assets and construction-in-progress	177,857,843	169,976,643
	\$ 314,138,334	\$ 256,842,122
Liabilities and Net Assets		
Liabilities:		
Current liabilities	\$ 71,253,622	\$ 57,119,128
Long-term debt	11,634,683	12,863,776
Other liabilities	3,770,000	3,851,000
Deferred contributions	126,073,862	122,147,917
	\$ 212,732,167	\$ 195,981,821
Net Assets:		
Unrestricted	\$ 52,186,742	\$ 17,783,794
Invested in capital	40,102,506	34,267,684
Externally restricted	9,116,919	8,808,823
	101,406,167	60,860,301
	\$ 314,138,334	\$ 256,842,122

On behalf of the Board:


Egidio Sovran, Chair, Audit Committee


Patricia France, President

The accompanying note is an integral part of these summary consolidated financial statements

SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31

	2019	2018
Revenue		
Grants and reimbursements	\$ 46,475,014	\$ 46,918,316
Capital support grants	152,954	261,841
Tuition revenue	95,735,897	46,099,586
Contract training	25,800,534	25,250,544
Amortization of deferred capital contributions	5,255,421	4,648,650
Other income	12,414,104	10,200,042
Donations	303,734	362,279
Foundation	544,345	460,415
Ancillary operations	11,581,523	9,752,418
Gain (loss) on disposal of capital assets	-	5,058
	198,263,526	143,959,149
Expenses		
Salaries and benefits	86,362,457	74,602,282
Operating expenditures	53,039,160	39,473,516
Post employment and compensated absences	(81,000)	(231,000)
Foundation	544,345	460,415
Bursaries and scholarships	302,737	354,848
Amortization of capital assets	8,466,568	7,150,635
Other expenditures out of capital support grants	152,954	279,470
Ancillary operations	9,238,535	8,563,472
	158,025,756	130,653,638
Excess of Revenue over Expenses for the year	\$ 40,237,770	\$ 13,305,511

The accompanying note is an integral part of these summary consolidated financial statements



NOTE 1

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at and for the year ended March 31, 2019.

The preparation of these summary consolidated financial statements requires management to determine the information that needs to be reflected in these summary financial statements so that they are consistent, in all material respects with or represent a fair summary of the audited consolidated financial statements.

These summarized consolidated financial statements have been prepared by management using the following criteria:

- (a) whether information in the summary consolidated financial statements is in agreement with the related information in the complete audited consolidated financial statements; and
- (b) whether, in all material respects, the summary consolidated financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited consolidated financial statements, including the notes thereto.

Management determined that the consolidated statement of cash flows does not provide additional useful information and as such has not included them as part of the summary consolidated financial statements.

The audited consolidated financial statements of The St. Clair College of Applied Arts and Technology are part of the public records and are made available on the College website at: www.stclaircollege.ca/boardandstaff/corporatedocuments.html

The 2018 Key Performance Indicators were not available at time of publication.



Summary of Advertising & Marketing Complaints

For the period April 1, 2018 – March 31, 2019, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

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

INSTITUTES OF TECHNOLOGY AND ADVANCE LEARNING (ITAL) REPORT

This appendix is not required for St. Clair College.



Patti France, President

Daniel Allen, Chair

September 2013 – August 2019

Nancy Jammu-Taylor
Vice Chair

September 2016 – August 2019 (Renewable)

Kevin Beaudoin

September 2017 – August 2020 (Renewable)

Karen Behune Plunkett

September 2017 – August 2020 (Renewable)

Teresa Bendo

September 2016 – August 2019 (Renewable)

Dr. Ken Blanchette

Internal Representative, Administration

September 2016 – August 2019

Kiara Clement

Internal Representative, Student

September 2018 – August 2019

Marlene Corey

September 2013 – August 2019

Floyd Curtis

Internal Representative, Faculty

September 2016 – August 2019

Renu Khosla

September 2017 – August 2020 (Renewable)

Patrick McMahon

September 2017 – August 2020 (Renewable)

Jean Piccinato

September 2018 – August 2021 (Renewable)

Robert Renaud

September 2017 – August 2020 (Renewable)

Egidio Sovran

September 2016 – August 2019 (Renewable)

Maureen Wickham

September 2014 – August 2020

Tammy Wonsch

Internal Representative, Support Staff

September 2017 – August 2020



To: Patricia France, President
From: Melanie DeSchutter
Date: July 8, 2019
Re: Annual Review

The College Advisory Council (CAC) had two successful meetings in the 2018/2019 Academic year. The committee continued with the leadership of Ms. Melanie DeSchutter as Chair, CAC and Dr. Ken Blanchette as Vice Chair, CAC.

The meeting of November, 2018 focused its discussion on College policy amendments allowing for community feedback from all constituents, inclusive of Student governments at both campuses. Discussion was regarding the new substance abuse policy and integrity policy.

The CAC reconvened in January 2019 and had an effective conversation regarding allowing better access to students regarding important academic policies. A review of "Just the Facts" was completed as well as a student FAQ document with policies will be developed. The committee also discussed the new emergency response plan and the behavioural intervention/response plan.

The CAC will be looking to meet again in the upcoming Fall 2019 Semester.

Regards,

Melanie DeSchutter
Associate Registrar





ST. CLAIR

COLLEGE

WINDSOR & CHATHAM

